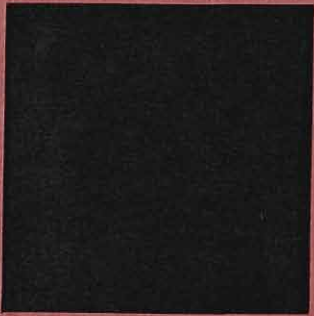
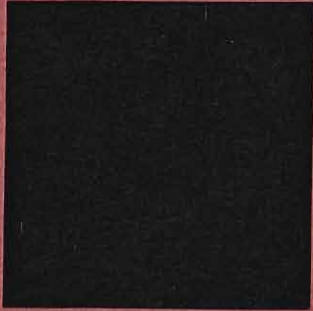


DIST.

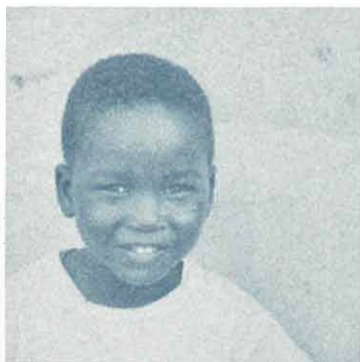
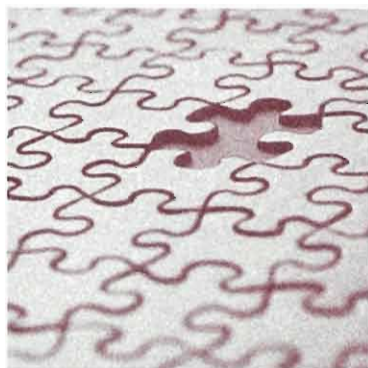


**ROCKEFELLER BROTHERS FUND**  
**Annual Report 1997**





THE UNIVERSITY OF CHICAGO  
LIBRARY



**ROCKEFELLER BROTHERS FUND**  
**Annual Report 1997**



**ROCKEFELLER BROTHERS FUND, INC.**

437 Madison Avenue  
New York, New York 10022-7001  
Telephone: 212.812.4200  
Facsimile: 212.812.4299  
E-mail: [rock@rbf.org](mailto:rock@rbf.org)  
World Wide Web: [www.rbf.org](http://www.rbf.org)

*Project on World Security*

World Wide Web: [www.rbf.org/pws](http://www.rbf.org/pws)

**POCANTICO CONFERENCE CENTER OF  
THE ROCKEFELLER BROTHERS FUND**

200 Lake Road  
Pocantico Hills, New York 10591-1599  
Telephone: 914-524-6500  
Facsimile: 914-524-6550  
E-mail: [pocantico@rbf.org](mailto:pocantico@rbf.org)

Copyright © 1998, Rockefeller Brothers Fund, Inc.

Design: H Plus Incorporated  
Printing: Finlay Printing  
Printed on Recycled Paper

# Contents

5	<b>CHAIRMAN'S INTRODUCTION</b>
11	<b>PRESIDENT'S REPORT</b>
	<b>ROCKEFELLER BROTHERS FUND PROGRAMS</b>
19	Overview of Programs
23	One World: Sustainable Resource Use
39	One World: World Security
45	Nonprofit Sector
55	Education
65	New York City
75	Special Concerns: South Africa
83	Ramon Magsaysay Award Foundation
87	Pocantico Programs
95	<b>ASIAN CULTURAL COUNCIL</b>
	<b>GRANTS PAID IN 1997</b>
99	One World: Sustainable Resource Use
104	One World: World Security
104	Nonprofit Sector
107	Education
107	New York City
109	Special Concerns: South Africa
109	Ramon Magsaysay Award Foundation
111	Summary of Philanthropic Expenditures
112	Reconciliation of Grants Paid
	<b>FINANCIAL AND MANAGEMENT REPORTING</b>
115	Financial Report
132	Endowment Management
133	Trustees
134	Officers
134	Staff
135	<b>HOW TO APPLY FOR A GRANT</b>
137	<b>INDEX</b>



## Chairman's Introduction: On "Opportunities"

In June 1998, my term as chairman of the Rockefeller Brothers Fund will come to a close. I am grateful for this final opportunity to address the Fund's constituencies from the pages of its annual report, and to reflect on my six years as chairman — the culmination of thirty years on the board. At the same time, I have puzzled over how to organize my personal observations and reflections in a way that would convey something meaningful about this organization and its relationship to my family. In the end, I took a cue from my own profound appreciation of the opportunities I have enjoyed as a trustee and as chairman of the RBF: I decided to focus on the theme of *opportunity*, and how I believe it has been expressed through the work of the Fund.

The *opportunity to learn* is what comes to mind first. Looking back over three decades of involvement with the RBF, I am impressed by the consistency with which its staff and trustees, many of them Rockefeller family members, have addressed certain core program ideas:

- the importance of balancing sound environmental stewardship with equitable economic development;
- the challenge of global interdependence and American leadership;
- the value to democracy of a healthy nonprofit sector;
- the centrality of education to human development and fulfillment; and
- a special concern for improving the quality of life in New York City, the Fund's home base.

This consistency of focus has permitted us to learn from our experiences and those of our grantees, to make adjustments in particular program areas and see how they play out over time, and to conduct periodic assessments of overall strategy in light of changing conditions and our own improved understanding of the issues that matter to us.

One such assessment took place in 1983 and resulted in the Fund's adoption of a refocused "One World" strategy, with an explicitly global perspective and an emphasis on the convergence of national

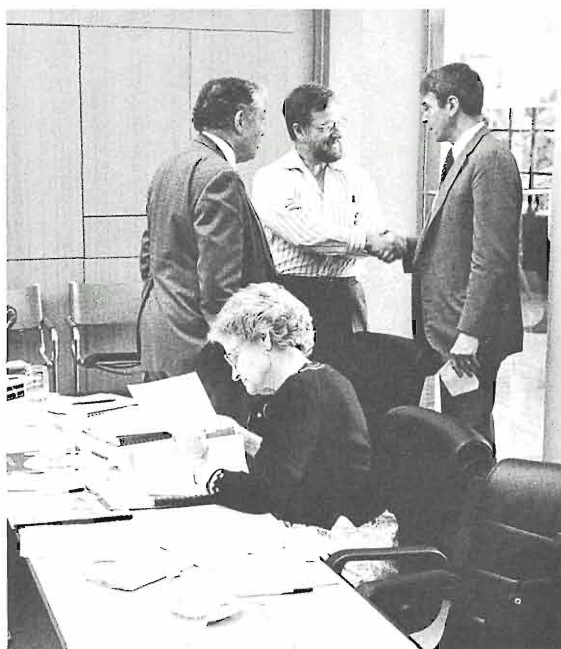


ABBY M. O'NEILL, Chairman of the Rockefeller Brothers Fund

and international frameworks. Together with other family members then on the board, I was deeply involved in this internal review process, and I regard it as one of the most concentrated and fertile learning periods in the Fund's history. Fifteen years later, the One World theme is more relevant than ever, and the language of our 1983 Planning Report still guides RBF grantmaking, especially within the program areas of World Security and Sustainable Resource Use. Now, as then:

“We find ourselves in a time when important decisions affecting our resources — natural, human, and man-made — must be made with global sensitivity... The RBF should address these issues with a global consciousness and with recognition of the need for balance and foresight ... for the benefit of humankind.”

In 1996 the Fund embarked on a similarly intensive learning process, to assess its security-related grantmaking and encourage a dialogue among a broad range of scholars, policy shapers, and civil society leaders on approaches to security in the post-Cold War world. As this endeavor suggests, the RBF's capacity to engage fine minds — theoreticians and practitioners, policy analysts and grass-roots activists — in the consideration



ABBY M. O'NEILL with Rockefeller Brothers Fund president Colin G. Campbell (left) and trustees David Rockefeller, Jr., and David Callard

of tough, complex problems also provides enormous opportunities for learning and for the generation of fresh insights. For me personally, the richest illustration of this kind of opportunity remains the trip that RBF trustees and staff took to Bangkok in 1987, to host the thirtieth anniversary celebration of the Ramon Magsaysay Award program. The annual Magsaysay Awards, known as the “Nobel Prizes of Asia,” were established by the RBF in the late 1950s to recognize individuals and organizations throughout Asia whose civic contributions and leadership reflect the “greatness of spirit, integrity, and devotion to freedom” of the former president of the Philippines. In 1987, ninety-nine awardees — among them K.T. Lee, architect of Taiwan's economic modernization, Ela Bhatt, founder of the women's labor rights movement in India, and Mochtar Lubis, noted Indonesian novelist, journalist, and human rights activist — gathered to discuss their own

work and the social and economic needs of the region. Listening to their conversations and watching the awardees learn from each other, my own horizons were broadened; I observed both differences and commonalities among the concerns being voiced in Bangkok and those being voiced at home, in the United States. I came away with a fresh understanding of why the founders of the RBF — my uncles, later joined by my mother — insisted on an international as well as a domestic component to the Fund's grantmaking.

Closer to home, nothing has more significantly enhanced the RBF's opportunity to learn through dialogue than the opening of its Pocantico Conference Center in 1994. Located in the Pocantico Historic Area, the heart of the Rockefeller family estate in New York's Westchester County (which the Fund leases from the National Trust for Historic Preservation), the center has hosted 132 conferences on topics related to RBF concerns and has dramatically extended the impact of the Fund's grantmaking program. For all of us in the Rockefeller family, this successful conversion of a treasured family setting into a gracious and secluded conference site represents an opportunity to make new use of a family resource, to inform and thereby enlarge the impact of the family's philanthropy.



Of course, the *opportunity to make an impact* — which is inextricably linked with the opportunity to learn — also stands out when I reflect on my years at the RBF. Over time, the Rockefeller family has enjoyed an extraordinary opportunity to put its basic values and principles into action. That this opportunity has been available to succeeding generations of Rockefellers is due not only to the careful management of resources and to a deeply rooted family tradition of giving, but also to the creation of philanthropic institutions — including the Rockefeller Brothers Fund — which have helped to husband those resources and renew that tradition. In recent years, the Fund and its grantees have made an impact on global issues by educating the public about the need for international agreement on mitigating climate change, and by encouraging worldwide efforts to restrain the proliferation of nuclear weapons. The RBF has also made an impact on the challenges facing many local communities, by fostering neighborhood development initiatives in New York City, for example, and by facilitating community revitalization in historic villages of Central and Eastern Europe. In several geographical regions — including East Asia and Central and Eastern Europe, and now the Russian Far East — RBF support has had an impact on building and strengthening indigenous institutions of civil society that are vital to processes of democratization and sustainable economic development.

During the early 1990s at the RBF, I realized that making an impact also means *taking advantage of opportunities*. In fact, an extraordinary array of opportunities for grantmaking, in areas of concern to the Fund, presented themselves during those years. Within a relatively short period of time, the collapse of the Soviet empire and the end of apartheid in South Africa permitted the RBF to expand its grantmaking in Central and Eastern Europe and southern Africa in new and hitherto unimaginable directions. Having gained invaluable knowledge and credibility through its earlier grantmaking efforts, the Fund was prepared to identify areas of greatest need and create innovative programs for assisting change in these rapidly transforming regions.

In Central and Eastern Europe, the Fund initially focused on helping local people understand the unfamiliar mechanisms of political democracy and market-oriented economies. As additional funders became active in these program areas, the RBF concentrated its attention on another set of challenges. Economic development in the region was proceeding without adequate cultural or environmental sensitivity, but years of authoritarian rule had undermined the capacity for citizen action to address such problems. Taking advantage of new freedoms, the RBF and its grantees provided training, technical assistance, and funding to help local environmental and community-based groups address problems of pollution, excessive highway and strip mall construction, and unregulated industrial development. Other RBF initiatives sought to foster attitudes of individual responsibility and worked to increase people's understanding of the role and importance of independent civil society institutions. In South Africa, where enormous economic and social disparities were the legacy of apartheid, the Fund focused on basic education for adults and children as a bottom-up approach that would help black South Africans acquire the literacy and numeracy skills needed to participate in a new democracy. Among other contributions, RBF grantees in South Africa have made real progress in addressing the severe shortage of appropriate reading materials and curricula, helping to fill a critical educational gap in a country where 29 percent of adults are estimated to be functionally illiterate. Like the trustee and staff trip to Bangkok in 1987, a trip in 1991 to Hungary, Poland, and what was then Czechoslovakia brought that region to life for all of us, dramatizing the challenges and opportunities presented by the transition from a closed to an open society. My own travels in southern Africa during the late 1970s, and my continuing interest in early childhood education, gave the remarkable political and social developments in that area — and the new opportunities for education-related grantmaking — a special resonance.

The Fund's long-standing presence in Asia, an area of great concern to four generations of the Rockefeller family, also enabled it to take advantage of new opportunities for grantmaking as that region emerged into economic and geopolitical prominence. The Asian Cultural Council, for example, which was founded by John D. Rockefeller 3rd in 1963, became affiliated with the RBF in 1991. Its support of cultural exchange complements the RBF's other programs in Asia, where culture is in fact difficult to separate from social and economic concerns. Similarly, after the pivotal 1992 UNCED meeting in Rio de Janeiro, the Fund's long experience in efforts to wed environmental sensitivity with economic development enabled it to play a leading role in exciting new initiatives to promote reform in such industries as shrimp aquaculture and forestry. Finally and most recently, when the World Bank and other major multilateral institutions began to express a new willingness to work with civil society organizations, the RBF's traditional commitment to a collaborative style of grantmaking — which reflects my family's own recognition of the need to work together to achieve philanthropic goals — made the Fund a natural leader in some of the cross-sectoral partnerships that are now forming. The RBF's new Global Interdependence Initiative, which seeks to encourage collaborative efforts by foundations, nongovernmental organizations, and multilateral agencies to build public and political support for cooperative international engagement, is a perfect example.

*Creating opportunities* is as important at the RBF as taking advantage of them. The Fund's support of citizen-led initiatives in the U.S. and abroad may surely be seen as a way of creating and enhancing opportunities for people to voice their needs and opinions, through the important advocacy and outreach work performed by nonprofit organizations. I believe that capacity building, a theme which cuts across several RBF program areas, is also a way of creating opportunities. For example, the RBF's New York City program has increasingly focused on building grassroots civic capacity in communities and providing leadership education for youth — strategies designed to give local residents the skills and knowledge they need to actively participate in the policy decisions that affect their daily lives. Much of this effort has been directed toward helping parents advocate for better schools for their children, especially in low-income and immigrant neighborhoods where some of the city's most troubled school districts, the so-called "dead zones," can be found. The RBF's Education program, through its Fellowships for Minority Students Entering the Teaching Profession, has helped 150 outstanding minority undergraduates in the arts and sciences pursue graduate degrees in education and teach in American public schools. Helping to create new opportunities for these exceptional young teachers — who are also, and importantly, role models — has been tremendously rewarding for all of us, and in turn, will surely result in the creation of new opportunities for their students.

Having said so much about opportunities, I could not conclude without also reflecting on an opposing theme — that of *limitations*. Always, there are more opportunities available than a relatively small foundation such as the RBF can pursue; always, there are more good ideas than there are resources. I have watched and participated as the trustees and staff of the Fund weighed options, made difficult choices, refined program strategies, and eventually distilled what seemed to be the best course of action. This kind of discipline, I suspect, is an essential aspect of making good use of opportunities.

I hope some of what I have written here about opportunities will inspire other families to establish their own traditions of philanthropy, whether through family foundations or through individual giving. As the first among my generation of Rockefellers to serve on the RBF board, I take great pleasure in noting that it was during my chairmanship that the first members of the next generation became trustees. Looking ahead, I am excited about the opportunities for learning and making an impact that await the emerging

generation of philanthropists, and I am confident that they will create new opportunities for those who follow them. I look forward to my own future years on the RBF board — where I will continue as a trustee — with equal excitement.



In June 1998, William Luers, president of the Metropolitan Museum of Art and former U.S. ambassador to Czechoslovakia and Venezuela, will complete his final term on the RBF board. The Fund has benefited immeasurably from his intimate knowledge of international relations, as well as from his intense curiosity and formidable intellect. Fortunately, the RBF will not be entirely deprived of Bill's good counsel. He has agreed to become an Advisory Trustee, in which capacity he will remain closely involved in Fund affairs.

Also in June 1998, I will be succeeded as chairman of the Fund by Steven C. Rockefeller, who has been vice chairman since 1996 and has served on the board for a total of thirteen years. He is the son of Nelson A. Rockefeller, one of the founders of the RBF. After nearly thirty years on the faculty of Middlebury College, where he was a professor of religion and served as dean of the college from 1981 to 1986, Steven is retiring from teaching to pursue his interests in philanthropy, ethics, and the environment. Steven has lectured and written extensively on the religious and ethical dimensions of environmental issues and is currently working with the Earth Charter Commission and the Earth Council to coordinate the drafting of an "Earth Charter" that will articulate a global ethic of sustainable living and environmental protection. With pleasure and pride, I turn over the chairmanship to an extraordinary cousin and a treasured friend.



STEVEN C. ROCKEFELLER (right), incoming RBF chairman, with trustee and former chairman David Rockefeller, Jr.

I am sure Steven will find, as I have, that it is a privilege and an inspiration to work with Colin Campbell, the president of the RBF. His energy, insight, and leadership are enormous assets for the Fund and, I believe, for the foundation community at large. Colin is one of three exceptional presidents — the others are Dana Creel and William Dietel — with whom I have served as a trustee. Each has contributed, in different and notable ways, to the evolution and enrichment of the Fund's and the family's philanthropic tradition. Each has led a staff of bright, creative, and passionate individuals, who pushed themselves — and the trustees — to perform at the highest possible level.

Joining the RBF staff in late 1998 will be William F. McCalpin, who returns to the Fund after seven years at the John D. and Catherine T. MacArthur Foundation, where he was director of Investments Related to Programs. From 1984 to 1991, Bill served as treasurer and program officer at the RBF. He rejoins the Fund as executive vice president, bringing his considerable administrative experience and his sound philanthropic judgement to the position being vacated by the retirement of Russell A. Phillips, Jr. Bill's arrival is most welcome.



ABBY O'NEILL AND RUSSELL A. PHILLIPS, JR., executive vice president of the Fund

Russell's departure, however, is another matter. Of course I celebrate the freedom his retirement from the Fund will bring him, after thirty years of dedication. It could not be more richly deserved. But I will sorely miss his wisdom and generosity, as will everyone at the Fund and the scores of grantees whose work has been enhanced by his perceptive counsel. Among many other talents, Russell knows how to listen, sensitively, intelligently, and patiently — and then he does something extraordinary with what he has heard, putting it in a fresh context or linking it imaginatively with another concept. Russell's quiet attentiveness and capacity for making appropriate connections are evident in the RBF's distinctive focus, which is global and regional but informed by local concerns and cultures, and especially in

the outstanding reputation the Fund enjoys in Asia, where Russell was largely responsible for shaping the RBF's programs. As grantmaker, mentor, advisor, and administrator, Russell's impact has been enormous. He departs with the Fund's — and my own — deepest thanks, respect, and affection.

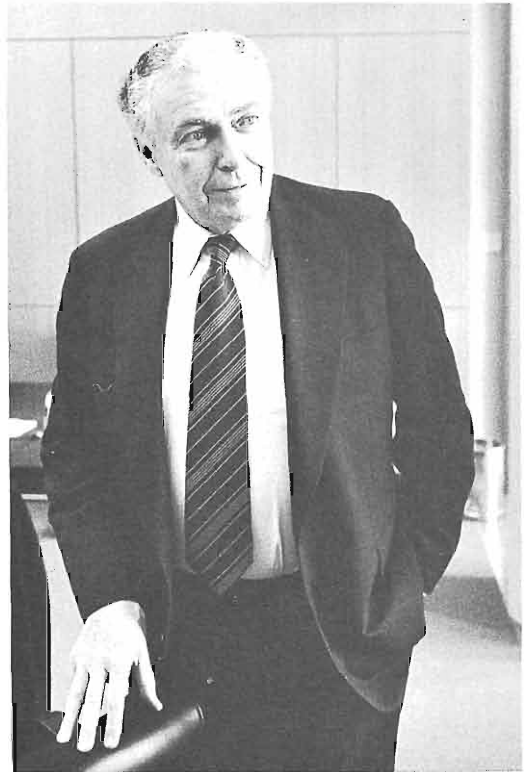
*Abby M. O'Neill*

## President's Report: On "Partnerships"

As readers of this annual report will discover, the RBF is either actively engaged in or helping to launch and support a number of cross-sectoral partnerships — partnerships among institutions and communities with diverse and even traditionally conflicting interests. While a funder's relationship with any of its grantees may be termed a partnership (indeed, the pursuit of common goals is a given and often entails quite active cooperation), I refer here to more complex and negotiated collaborations that involve such sometimes unlikely partners as nonprofit and for-profit entities, government agencies and nongovernmental organizations, research universities and grassroots activist groups.

Three recent and ambitious examples of this kind of collaboration are described in the RBF program reviews that follow. They are the Solar Development Corporation, an alternative energy financing project which will require joint investment by the World Bank Group, foundations, and corporations (see the Sustainable Resource Use program review); the proposed Trust for Civil Society in Central and Eastern Europe, which represents a unique public/private partnership to help sustain the NGO sector in that region (described in the Nonprofit Sector program review); and the emerging Global Interdependence Initiative, which will involve foundations, NGOs, and various multilateral agencies, including the World Bank, in an effort to build stronger constituencies for cooperative international engagement (see the World Security program review). Not every partnership mentioned in this annual report is as large in scale or scope as these; some are less precisely defined; and a few, no doubt, will fail to achieve their goals — but all point to a strategy that is frequently and increasingly being employed by the Fund and its grantees.

The RBF is hardly alone in exploring this strategy of "forging partnerships among diverse interests." In fact, I was invited to address that very topic in closing remarks at the International Conference on Supporting the Nonprofit Sector in Asia, held in Bangkok in January 1998. At the conference, it became apparent that most of the NGO participants — whether concerned with human rights, environmental stewardship, peace and security, or the provision of social services — expected partnerships to play a critical role in sustaining civil society in Asia. The same expectation would probably be voiced at most gatherings of civil society organizations and leaders around the world.



COLIN G. CAMPBELL, President of the Rockefeller Brothers Fund

Why does the notion of partnership engender so much enthusiasm among those who are concerned about the provision of a wide range of public goods, including health care and education, environmentally sound and sustainable development, economic and social equity, and human security? Certainly partnership itself is not a new idea (or a new strategy at the RBF, for that matter). But because of this new enthusiasm, partnerships are being conceived and launched in cross-sectoral terms which represent, if not something entirely new, at least a significant new expansion of the concept.

This new popularity actually begs another, more basic question: *What is so good about partnerships?* So good, in fact, that even organizations with very diverse interests seem to be willing to give up some measure of independence in order to form them. Instead of accepting the value of partnerships among diverse interests as a given, I would like to approach the topic by exploring that question.

## **THE NEED FOR PARTNERSHIPS**

Let me begin with some thoughts about the *need* for partnerships. Powerful social and political trends, I believe, have combined to make partnership a newly compelling option.

### *The limitations of national governments*

First, on the domestic front, the widespread phenomenon of devolution has forced upon us a recognition that national governments have limited capacity — or perhaps more accurately, limited political will — to meet pressing social needs. From this claim of limitation, however we may protest it, and from the ensuing debate about the strengths and limitations of voluntary action on the one hand and of markets on the other, inevitably stems a consideration of new arrangements to achieve shared goals. The process of reshuffling social responsibilities — of deciding what kinds of institutions are best suited to perform what tasks, in what configurations, under which circumstances — is sensitizing us all to the possibilities of partnership.

### *The limitations of the international state system*

Second, something similar is happening on the post-Cold War international front, where we are also being forced to recognize that nation-states and the international state system can no longer be relied upon exclusively to ensure human survival and well-being on a large scale. This has prompted a reconsideration of the roles of existing political and social institutions — including an increasingly powerful NGO sector — and a call for new institutional arrangements. Again, as on the domestic front, when the human and societal needs are great and attention is being focused on questions of institutional capacity and limitation, the notion of partnership cannot be far behind.

### *The need to link various kinds of experience*

Third, partnership is also on our agendas because globalization is teaching us that our largest problems and their solutions are complex, multifaceted, and interconnected. As the distinctions among international, national, and local issues become more blurred, the need to wed local knowledge with national and international policy acumen is also becoming more apparent. Whether the issue is the environment, urban revitalization, or human security, we are seeing a strong tendency to seek holistic, comprehensive, cross-cutting approaches. In short, to the extent that the various challenges we face are increasingly perceived to be linked, so we are increasingly drawn to strategies that link various kinds of expertise, experience, and resources, from whatever sector or community.

### *The possibility of connecting while still remaining separate*

Fourth on my list is another sense in which globalization is a factor in the popularity of partnership. Globalization is often described as a process of simultaneous integration and fragmentation. The pressures of global trade, information technology, and emerging norms of self-determination seem on the one hand to be pulling us together into a single world community, and on the other, facilitating or perhaps



RBF TRUSTEES AND STAFF at the Fund's Pocantico Conference Center

even fostering the formation of new group identities — and new intergroup divisions. One reason the notion of partnership is so appealing now may be because it promises to connect us while substantially preserving our separateness. A partnership brings distinct entities together to collaborate in a particular enterprise; as that enterprise proceeds, compromises will surely be necessary, but the fundamental distinctness of each partner will also be preserved. After all, it is the differences as well as the similarities between partners that make partnership meaningful in the first place.

### *The desire for more equal relationships*

Finally, the expansion of democracy and democratic norms around the world has made us increasingly uncomfortable with relationships that are inherently unequal: relationships of command or exploitation, of course, but also relationships of charity and patronage. Under these circumstances, partnership, with its assertion of equality among parties and its focus on joint rights and responsibilities, shared risks and benefits, becomes increasingly appealing to private funders, government agencies, and NGOs, who for different sets of reasons are now more sensitive to questions of equity and differences of power within their relationships.

These observations about the large social and political trends that might be making partnership so compelling are relatively neutral with respect to the value of partnership. They may tell us something about why partnership *looks* so good to us, but they do not tell us much about whether partnership really *is* a good thing. Perhaps partnership is not good, only *necessary* —

- necessary to achieve ends that can't be achieved alone;
- necessary to solve particular kinds of problems;
- necessary to provide democratic credibility;
- necessary to help structure relationships among cautious allies.

If partnership is primarily necessary rather than good, the implication is that it would be far preferable — if it was possible — to go it alone. After all, partnership involves sacrifice. Within the context of a partnership, independent agents must commit themselves to meeting the needs of others as well as their own. The easy,

emotionally gratifying dialectic of “us vs. them” must be abandoned in favor of a more complex framework of thought and action — a shift which can be especially difficult for NGOs contemplating cross-sectoral partnership, since their strength historically has been based on their separateness from and often opposition to government and business policies.

## **IS PARTNERSHIP A GOOD THING?**

Are there indeed features of partnership that might make it a good thing, worthy of consideration on its own merits, despite the difficulties and risks?

### *The democratic nature of partnership*

I have touched upon one such feature: the democratic nature of partnership. Voluntary and self-generating, partnerships start by assuming the equal merit of each partner’s interest in and contribution to the project. The joint sharing of rights and responsibilities that characterizes partnership stems from this basic assumption of equality, as does the mutual respect and civility among parties which the notion of partnership implies. The extension and elaboration of such relationships is itself an expression of hope and confidence that we can bridge the gaps between North and South, haves and have-nots, those whose lives are being improved and enriched by globalization and those in danger of being marginalized.

### *An emphasis on strengths rather than weaknesses*

Another worthy feature of partnership is that it is based on strengths, rather than weaknesses or deficits. What makes an organization or institution desirable as a partner are the strengths it brings to the partnership — its human or financial resources, contacts, connections, credibility, expertise, history, and past experiences. When strength is defined this broadly, it becomes clear that the partner who happens to have the money is not the only strong one, and that all parties to a partnership are in need of something another party provides. By focusing on strengths and pooling them, a partnership can extend the benefits of its members’ resources, amplify their impact, and dignify and empower all parties involved.

### *An opportunity for learning*

Partnership also represents an unparalleled opportunity for different kinds of institutions to learn from and about each other. Some of this is the consequence of proximity: for better and for worse, partnership exposes some of the intimate details of each participant’s organizational culture and style. But partnerships are intrinsically educational in another sense as well. The process of identifying shared values and concerns and negotiating shared responsibilities is by its very nature instructive, an antidote to exclusionary, narrow ways of thinking and operating.

### *An indication of organizational maturity*

The capacity for partnering is also generally taken to be an indication of organizational maturity. What does maturity mean in this context? It means self-confidence, which enables an organization to share the stage with others; self-knowledge, which equips an organization to identify the goals it shares with others and to divide responsibilities appropriately; organizational stability, which provides the freedom and flexibility needed to engage in collaborative problem solving and creative compromise. The association of partnership with maturity does not imply that every institution must engage in partnerships as it matures, any more than it implies that partnership is the only desirable form of relationship among institutions. But to the extent that partnerships seem to be increasingly necessary, it is worth noting that they call on participants to perform at their highest and most mature level.

### *The promotion of inclusiveness and pluralism*

Finally, partnerships — and especially partnerships among diverse interests — possess the valuable quality of enlarging the community of actors who are working for the greater public good. Through partnerships, we



can mobilize the strengths of other factions and sectors on behalf of the things we care about. In this sense, partnerships embody and help to advance the values of a strong civil society.

Compelling as these merits of partnership may be, it must be acknowledged that most of what I have described as being good about partnership is just *potentially* good.

- Partnership *can* be democratic;
- it *can* dignify its participants by capitalizing on and enhancing their respective strengths;
- it *can* instruct and build trust among different communities;
- it *can* bring out the best and most mature aspects of organizations;
- it *can* promote the inclusiveness and pluralism that are necessary for a strong civil society.

These potential benefits give partnership its great symbolic value. But partnership per se merely offers us the *opportunity* to enjoy these values. The real trick is to make certain that the language of partnership is matched by its reality. And the danger is that we might be fooled into thinking that we can simply “declare” partnership — like declaring peace — and consider ourselves entitled to its benefits.

### **WHAT MAKES FOR A GOOD PARTNERSHIP?**

So neither necessity nor basic merit are quite sufficient to answer the question, *What makes a good — that is, an effective — partnership*, one which lives up to its potential? Here are some of the lessons the RBF is learning about effectiveness through its own partnership experiences.

#### *Partners must feel they need each other*

At its most fundamental level, partnership exists in the imagination of the partners. For that reason, all parties to a partnership must be convinced that it is necessary to work together, that working alone will not suffice to achieve the desired results. As long as one party is not fully convinced that the partnership is necessary — and this is not uncommon in partnerships between powerful corporations or multilateral institutions and smaller nonprofit organizations — the effectiveness of the partnership will be compromised. Partners who feel they do not really need each other are not so likely to treat each other as equals, with complementary and equally valuable strengths.

#### *Attention must be paid to the relationship*

If partnerships are to live up to their potential, they also require a kind of vigilance. Every effort must be made to attain maximum symmetry in the assumptions that undergird partnership activities. Every effort must be made to involve all partners in all aspects of program design, implementation, and evaluation. Every effort must be made to avoid insensitivity to the needs of other partners. In short, partnerships do not just take care of themselves. Attention must be paid, on an ongoing basis, not only to the project at hand, but also to the partnership, as a relationship. Opportunities for learning and trust building must be created, deliberately, and partners must periodically reflect not only on whether their own goals are being met, but also on how they might help to advance their partner’s goals. This kind of vigilance and self-awareness will pay off in partnerships that fully engage and therefore enhance the strengths of all participants, and that broaden to the maximum possible extent the mutual learning, understanding, and trust that partnerships can generate.

#### *The limits of the partnership should be recognized*

Many observers have argued that partnerships are most effective if they are focused and finite, that the accomplishment of modest, realistic goals builds more momentum than a stalled effort to achieve some grand, ill-defined purpose. I would go further, and suggest that partners — especially partners with

diverse interests — would do well to focus as explicitly on the *limits* of their partnership as on what it includes. I mean this in two senses.

First is the sense in which it is important to keep the end-game in mind: where you want the partnership to finish up. Given diverse interests, it is not likely or even desirable that partners should make permanent or open-ended commitments to one another. Planning explicitly for the end of the partnership, or its evolution into a different kind of relationship, frees partners to develop and mature through the partnership, and dignifies and equalizes all participants by reminding them that this partnership is voluntary and that they can also stand on their own.

The second sense in which partners can be more effective by focusing on limits is this: Partnerships among organizations with diverse interests inevitably exist *within* a larger and more complex network of relationships. NGOs, multilateral agencies, governments, and foundations interact in numerous ways, and partnership on behalf of a specific project does not and should not obviate all the other ways in which these institutions relate to one another — including monitoring and critiquing each other's policies and actions. Distinctions between the partnership and the overall relationship must be made clearly and if necessary repeatedly, if partners are to meet on voluntary, realistic, and equal terms.

#### *Partners must retain their organizational autonomy*

Just as partnerships must in some sense stand apart from the larger context of relationships in which they are embedded, so must the organizations involved in a partnership be able to act — within the partnership — freely and independently of outside pressures and constraints. The organizational autonomy of partners (and especially the capacity of partners from the government sector to resist political influence) is a prerequisite for effective partnerships among diverse interests.

#### *Organizations must be involved at all levels*

Finally, any discussion of factors in the effectiveness of partnerships would be incomplete without a mention of the reality that organizational partnerships involve many levels of activity. Organizational leaders, staff, and constituencies are all part of the partnership, and every effort should be made to see that the terms and the spirit of the partnership are somehow activated at all of these levels, from initial planning through final implementation. Such efforts will yield partnerships that come closest to achieving their goals and that live up to their potential as learning and trust-building experiences, as opportunities to build on and enhance strengths, and as vehicles for the promotion of the values of civil society. The democratic potential of partnership, in particular, cannot be realized if it is only executive officers who come to the table as equals, willing to understand and work with one another.

For large organizations — like the World Bank and other multilateral agencies — and for those who attempt to partner with them, this challenge is particularly acute. At its heart is the difficulty of producing cultural change within cumbersome and entrenched bureaucracies. Leadership is critical in generating such changes, but pronouncements and even policy directives from the top may not be sufficient to encourage a widespread shift away from a reliance on “insider’s” knowledge and on accepted points of view, and toward a more open and responsive stance. Looked at from the bottom up, this difficulty of penetrating through the layers of bureaucracy means that the lessons of successful small-scale pilot projects, launched by grassroots NGOs, are too rarely being incorporated into large, well-funded operations; looked at from the top down, it means that organizational policy changes which are responsive to the concerns of NGOs and foundations are not consistently being implemented in practice. For their part, foundations and NGOs involved in cross-sectoral collaborations also need to find ways to ensure that partnership becomes part of their organizational culture.

In fact, for any partnership to be effective, its participants must undergo a kind of cultural shift toward *mutuality* — which is not a bad way to summarize this essay. Without such mutuality, our so-called “partnerships among diverse interests” will remain mere expressions of our good intentions, declarations of partnership and not partnerships in fact.



When I assumed my new duties as president of the RBF ten years ago, Russell Phillips, the Fund’s executive vice president, and I began what I can only describe as a wonderful journey together. I immediately saw that I could, and should, rely on his counsel on all sorts of issues, from familiarizing myself with the Fund’s programs, to engaging with the trustees and Rockefeller family members, to understanding the foundation community. Russell generously shared his sense of the Fund’s history and values (he had already been on the staff then for twenty years), his wealth of experience, and his considerable wisdom. As we began to work together on a daily basis, it became clear to me that this is a man of uncommon talent, with an extraordinary commitment to the Fund. For ten years, Russell and I have shared ideas, concerns, and confidences without a moment’s hesitation. My respect for the depth and force of his intellect, for his adherence to the highest standards, and for his humanity is enormous.



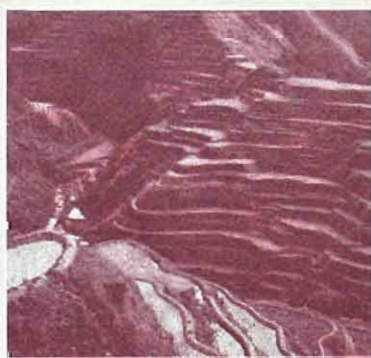
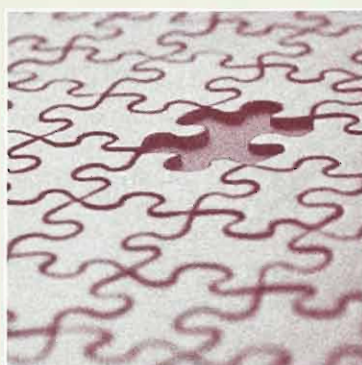
COLIN G. CAMPBELL with Abby M. O’Neill (chairman), Russell A. Phillips, Jr. (executive vice president), Steven C. Rockefeller, (incoming chairman), and David Rockefeller, Jr. (former chairman)

With Russell’s retirement in August 1998, this phase of our journey together comes to an end. That I shall miss our daily working partnership goes without saying. That I count on our partnership continuing in other forms — through friendship, consultation, and a shared interest in the quality and significance of the Fund’s ongoing work — is equally and gratefully true.

For the past six years, I have enjoyed another exceptional partnership as well, with Abby M. O’Neill, who steps down from her chairmanship of the Rockefeller Brothers Fund in June 1998. The RBF has flourished under Abby’s dedicated, thoughtful guidance, and has made marked progress in several programmatic areas that are of special interest to her, including early childhood education and the quality of life in New York City. Her sustained commitment to the Ramon Magsaysay Award Foundation and its grantees has been deeply appreciated by the Fund’s many friends in Asia.

Abby’s leadership qualities, her sound judgement, her good instincts, and her clear vision for the RBF all contributed to making her an outstanding chairman. She worked incredibly hard, was consistently thoughtful in her contacts with staff members and grantees alike, and through her example, added to our collective pride in being associated with the great tradition of Rockefeller philanthropy.

*Colin G. Campbell*



# Overview of Programs



The Fund’s major objective is to improve the well-being of all people through support of efforts in the United States and abroad that contribute ideas, develop leaders, and encourage institutions in the transition to global interdependence. Attention is focused on locally based problems and grantees, but in the context of global concerns. To maximize resources, projects are concentrated from time to time in different geographic regions. At present those regions include the United States, Central and Eastern Europe, and East Asia.

## GRANTS PROGRAM

The Fund makes grants in five areas (please refer to the program summaries that follow on pages 23-81 for formal grantmaking guidelines and additional details).

The first and largest grantmaking area, “One World,” has two components:



**Sustainable Resource Use.** This program is designed to foster environmental stewardship which is ecologically based, economically sound, culturally appropriate, and sensitive to questions of intergenerational equity. At the global level, the program seeks to advance international discussions on climate change and biodiversity preservation, and to support practical models that contribute to international agreements on these issues. With respect to climate change, the focus is on energy efficiency, renewable energy, and transportation; with respect to biodiversity, an eco-system approach is applied (in the terrestrial context) to temperate rainforests and (in the marine context) to fishery and coastal zone management. Within the United States, the program focuses on model programs that further the Fund’s global strategies and on building the national environmental constituency. In Central and Eastern Europe, the program seeks to strengthen indigenous capacity for addressing environmental problems. In East Asia, the focus is on helping local leaders address the twin goals of economic development and conservation, with a special emphasis on land restoration, coastal management, and the promotion of sustainable resource use policies in agriculture, forestry, and marine fisheries.



**World Security.** Grantmaking guidelines in this program area are currently under review. During the period 1996-1998, the Fund’s chief interest in world security is to encourage and advance a dialogue among a broad range of scholars and policy-shapers on the nature of security in the post-Cold War world. Informed by this dialogue, the Fund will articulate a new set of grantmaking guidelines in late 1998. Until that time, normal grantmaking in this program has been suspended.

The Fund’s four other program interests are:



**Nonprofit Sector.** The goal of this program is to promote the health and vitality of the nonprofit sector, both nationally and internationally, by assisting in the development of the financial, human, and structural resources necessary to the sector; by encouraging greater accountability within the sector; and by promoting improved understanding of the sector and the roles it plays in society. Particular emphasis is placed on those geographic regions of the world where the Fund is engaged in other aspects of its grantmaking.

## ROCKEFELLER BROTHERS FUND

The Rockefeller Brothers Fund was founded in 1940 as a vehicle through which the five sons and daughter of John D. Rockefeller, Jr., could share a source of philanthropic advice and combine their philanthropic efforts to better effect. John D. Rockefeller, Jr., made a substantial gift to the Fund in 1951, and in 1960 the Fund received a major bequest from his estate. Together, these constitute the Fund's basic endowment.

The Fund's assets at the end of 1997 were \$454,658,958 and its 405 grant payments for the year amounted to \$10,406,670. In addition, during 1997 the Fund expended approximately \$2.7 million on grant and program management and \$3.9 million on direct charitable activities — philanthropic activities carried out directly by the Fund itself — including a special two-year Project on World Security; administration and operation of the RBF Fellowship program for Minority Students Entering the Teaching Profession; preservation and public visitation programs at the Pocantico Historic Area; and conferences at the Pocantico Conference Center of the Rockefeller Brothers Fund.

Since 1940, the Fund has disbursed a total of \$461,497,167 in grants.\*

\* Financial data are also provided in this report for the Fund-affiliated Asian Cultural Council (See pages 95–96).



**Education.** The Education program seeks to strengthen the numbers and quality of teachers in public education in the United States by supporting the identification, recruitment, training, and continuing development of individuals of the highest caliber in the teaching profession. At present, the program limits its contributions primarily to projects that fall within two categories: supporting a cohort of outstanding minority college students (recipients of RBF Fellowships from 1992 through 1997) as they undertake graduate teacher education, teach in public schools, and assume leadership positions in public education; and promoting the development of early childhood education training programs.



**New York City.** The New York City program is designed to strengthen and enhance civil society in the Fund's home base by supporting efforts to build civic engagement and capacity in communities. Particular emphasis is placed on encouraging the development of constituencies for public education and fostering responsible citizenship among youth; assisting neighborhood-based projects that encourage respect and care for the physical and natural environment and that develop or reclaim public space; and supporting creative civic participation and inclusive public discourse, promoting accountability of institutions vested with the public trust, and forging a common sense of purpose within communities.



**Special Concerns: South Africa.** This program seeks to improve the quality and accessibility of basic education in South Africa by supporting projects which provide a range of fundamental learning skills for children and adults. In particular, the program focuses on enhancing in-service teacher development at the lower primary school level; encouraging the development and effective delivery of appropriate programs for early childhood learning; and improving the capacity of nonprofit and local government agencies involved in the development and delivery of adult basic education and training.

Four operational “touchstones,” which relate to the Fund’s approach to its substantive concerns and do not constitute areas of interest in and of themselves, are key considerations in the development of all grants. They include: Education — of key individuals, special target groups, and the general public. Leadership — the identification and encouragement of a new generation of leaders. Leverage — using combinations of trustees and staff as well as related organizations to work toward common goals in mutually supportive ways. Synergy — developing clusters of interrelated projects so as to have an impact beyond the sum of the parts.

## OTHER PROGRAMS



**The Ramon Magsaysay Award Foundation.** The RBF is the principal funder of the Ramon Magsaysay Foundation (see page 83–85), which grants the annual Ramon Magsaysay Awards, named after the former president of the Philippines, that were established by the trustees of the Fund in the late 1950s.



**Pocantico Programs.** The Fund’s Pocantico programs are based in the Pocantico Historic Area, the heart of the Rockefeller family estate in Westchester County, New York, and were established when the Fund leased the area from the National Trust for Historic Preservation in 1991. The Pocantico Conference Center is the key component of these programs; it extends the reach of the RBF’s grantmaking through conferences and meetings that address central concerns of the Fund. In addition, the Pocantico programs provide public access to the Historic Area and carry out maintenance, restoration, and conservation projects in the area on behalf of the National Trust. (For Conference Center guidelines and additional program details, please see pages 82–93.)

ONE WORLD: SUSTAINABLE RESOURCE USE





# One World: Sustainable Resource Use



The challenge of global interdependence and the challenge of preserving the environmental health of the planet — both issues of longstanding concern to the Rockefeller family and to the RBF — are so interconnected as to be virtually reciprocal. It is in the nature of interdependence and interconnectedness, moreover, that local causes may have substantial effects in distant places, effects which can in turn produce far-flung secondary and tertiary consequences. For these reasons of impact and geographic scope, Sustainable Resource Use is the RBF's largest and most multifaceted grantmaking program.

The program pursues a variety of paths toward its overall goal of fostering environmental stewardship which is ecologically based, economically sound, culturally appropriate, and sensitive to questions of intergenerational equity. One path seeks to advance the global discussion on climate change, a discussion which entered a new phase in December 1997 at the Third Conference of the Parties to the United Nations Framework Convention on Climate Change — COP3 — in Kyoto, Japan. Another path seeks to preserve biodiversity by advocating ecosystem conservation, both terrestrial and marine. Yet another path seeks to inform the political, social, and economic processes — including government policymaking, citizen action, and market dynamics — that have an impact on resource use.

## ADDRESSING THE CLIMATE CHANGE ISSUE THROUGH EDUCATION AND ECONOMICS

In 1996 the 2,000-member International Panel on Climate Change, appointed by the United Nations and charged with studying global warming, announced its conclusions: “Human influence” is a “discernible” factor in the demonstrable shift in the earth's climate. The probable consequences of global warming, according to the panel of scientists, would include a rise in sea levels and an increase in extreme weather events — both ultimately detrimental to human well-being. In 1997 the nations of the world met for a third time, in Kyoto, to see if there was anything they could agree to do to mitigate the human influence on climate change.

The central issue for negotiators at Kyoto was the establishment of legally binding (as opposed to voluntary) national targets for cuts in the levels of “greenhouse” gases — such as carbon dioxide — emitted by the combustion of fossil fuels. In the end, the negotiations produced an agreement, despite some loopholes. The agreement requires thirty-eight industrialized nations to reduce their greenhouse gas emissions to an average 5 percent below 1990 levels by the year 2010. If the Kyoto agreement is implemented — it requires ratification by fifty-five countries — this will represent the first time the nations of the world have taken concrete, cooperative action to halt and reverse the upward trend in greenhouse gas emissions which mainstream scientists believe is exacerbating global climate change.

The achievement at Kyoto has been credited in large measure to widespread public interest in the issue of global warming and public demand for an agreement. The ten-day conference was the focus of intense

The most formidable barrier to the development of a viable solar energy industry is neither technology nor price; rather, it is the paucity of ready financing and product distribution channels. To address these deficiencies, the RBF has joined with the World Bank and several other foundations in an unprecedented partnership to create and fund a stand-alone Solar Development Corporation (SDC) to accelerate the development of a market infrastructure for the distribution of household solar systems (see pictures at right) in rural areas of the developing world, where some two billion people have no access to electricity. To achieve this goal the SDC, which is likely to have a nonprofit as well as a for-profit component, will provide both financing (seed money for new solar enterprises, working capital for distributors, and credit and lease financing for end-users) and business advisory services (strategic planning, training, etc.).

An SDC business plan is currently being developed. During 1998, a management team will be recruited and funding commitments from foundations, World Bank Group entities, and private investors will be secured.

RBF-sponsored conferences at the Fund's Pocantico Conference Center in 1994 and 1995, together with an influential RBF-published Pocantico Paper entitled *Selling Solar: Financing Household Solar Energy in the Developing World*, played a major role in defining the obstacles that have prevented the formation of a viable solar industry in the developing world, and in outlining the kinds of solutions that are reflected in the SDC's design.



THE SOLAR ELECTRIC LIGHT FUND (SELF), which received a grant from the RBF in 1996, conducts grassroots solar home electrification projects in China (top) and Vietnam (bottom), among other developing countries.

media scrutiny. Some 3,500 journalists were registered at the Kyoto conference, and the use of faxes, cellular phones, e-mail, and the World Wide Web — by NGO representatives as well as journalists — meant that a global audience was almost instantaneously “wired” to the proceedings. Importantly, the rapid flow of information went two ways; as word of what was happening in Kyoto radiated outward, word of the rising public support for a meaningful agreement was transmitted back to conference negotiators. This support played a critical role, especially in encouraging the initially reticent U.S. negotiators to press for an agreement.

The role played by public constituencies in the Kyoto process was particularly gratifying for the RBF and its grantees, which had focused throughout 1996 and 1997 on public and media education efforts around the issue of climate change. The presence of so many journalists at COP<sub>3</sub> — including reporters from all the major U.S. dailies and television networks — was itself testimony to the hard work of such RBF grantees as the Kiko Forum of Japan, the Center for Environment, Technology and Development Malaysia, the U.S.-based Environmental Media Services, and the National Environmental Trust, which received a two-year renewal grant in 1997 for its continued efforts to strengthen the U.S. constituency for climate protection through media education and outreach.

A 1997 grant to Public Interest Projects supports an effort to bring constituency building on behalf of climate change mitigation to the World Wide Web, today's fastest-growing medium of communication and public education. With RBF funding, the Liberty Tree Alliance, a program of Public Interest Projects, added climate change to the menu of issues covered on its Web site, which was targeted to

younger Americans. Survey research suggests that young people value environmental protection in theory but have only limited understanding of the issues in fact. The Liberty Tree site — lively, action-oriented, and highly interactive — aimed to engage this youthful population.

Even after Kyoto, the need for public education on climate change will remain pressing. Powerful interests are ranged against the implementation of binding emissions targets, including the fossil fuel industry and the unions of workers it employs, the oil-producing nations, and many of the automobile, chemical, and metal industries that rely heavily on fossil fuels. A coalition of coal and gas companies, for example, has committed tens of millions of dollars for a public education campaign opposing the Kyoto agreement. The campaign will warn of 30 percent increases in energy prices, rising food prices, and heavy-handed government regulation if the agreement is implemented. Other opponents advance the ideological argument that the Kyoto agreement represents an insupportable surrender of sovereignty on the part of the U.S. government. Still others argue that the failure of developing countries to sign on to emission cuts renders the agreement toothless.

Already, scientists and economists have begun to articulate the flaws in industry predictions about rising prices. Their opinions must be widely publicized and presented in such a way that non-specialists can understand them. Countering the sovereignty claim and attending to the issue of developing country involvement will also require ongoing public debate, the dissemination of alternative points of view, and extensive public education. The RBF and several of the other foundations that have been funding constituency-building initiatives on climate change intend to sustain their support of these important efforts.

Yet even in the days and weeks immediately following the Kyoto conference, what is perhaps its most significant benefit was already evident, as flows of private investment toward sustainable,

## PROGRAM GUIDELINES

### ONE WORLD: SUSTAINABLE RESOURCE USE

#### GOAL

To foster environmental stewardship which is ecologically based, economically sound, culturally appropriate, and sensitive to questions of intergenerational equity.

#### STRATEGIES

At the **Global** level, by advancing international discussions on climate change and biodiversity preservation, and by supporting and publicizing practical, cost-effective models that can contribute to international agreements on these issues. In the area of climate change, by focusing on utility-based energy efficiency, renewable energy, transportation, and green taxes. In the area of biodiversity, by utilizing an ecosystem approach with special emphasis in the terrestrial context on temperate rainforests and in the marine context on fishery and coastal zone management. In the area of related economic concerns, by focusing on the impacts of economics, international trade and business, and the role of multilateral financial and grantmaking institutions, especially as they affect climate and biodiversity. The Fund's three geographic areas of grant activity — United States, Central and Eastern Europe, and East Asia — inform the Fund's global strategy.

Within the **United States**, by supporting model programs that further the Fund's global strategies, and by broadening and deepening the national environmental constituency and reinforcing its ability to act effectively.

In **Central and Eastern Europe**, by strengthening indigenous capacity for addressing environmental problems and managing natural resources on a sustainable basis, through education and training, institution-building, policy formulation, and efforts linking government, nonprofit sector and business concerns. Special attention is also given to cross-border and regional cooperation and to new funding mechanisms and approaches.

In **East Asia** by helping local leaders to address the twin goals of economic development and conservation, monitoring the social and environmental effects of development programs, supporting citizen-led land restoration efforts and coastal management initiatives, and examining the intersection between applied ecology and political economy so as to promote sustainable resource use policies in agricultural, forestry, and marine sectors.

And, in all these areas, by integrating activities across geographic areas of the RBF's grantmaking in the United States, Central and Eastern Europe, and Asia to promote maximum synergy.

climate-friendly energy alternatives began to accelerate. Encouraging innovations in energy financing and energy technology has long been a climate-related grantmaking strategy of the RBF, paralleling the Fund's commitment to public education and constituency building. In 1997, the Fund advanced this second strategy in a variety of ways and in several geographical settings.

A grant to the U.K.-based Solar Century Limited supports that organization's effort to persuade the European financial sector that increased investment in solar energy would be greatly to its advantage. Solar Century has focused on demonstrating to banks and insurance companies that fossil-fuel energy is an investment with only limited returns. Some insurance companies, for example, are beginning to see that they risk significant bottom-line exposure from increased payouts for the kinds of storm damage and flooding that result from climate change — and that were so evident around the world in 1997. By the same token, banks are being urged to recognize that fossil-fuel investments may undermine the value of their holdings in regions of the world which are negatively affected by climate change. This effort to involve businesses in a global, multi-sectoral push to accelerate the development of the solar industry brings together the Fund's twin strategies of constituency building and encouraging innovations in energy financing, and it may well have a ripple effect beyond Europe and beyond the financial industry.

Another effort based in Europe but expected to have far-reaching consequences is the push to identify economically and environmentally favorable approaches to utility restructuring. In the face of deregulation and privatization, European utilities have been forced to enter a competitive arena in which price has thus far been the major differentiator. An RBF-funded study by Redefining Progress, based in San Francisco, seeks to analyze the electricity cost savings and emissions reductions that can be achieved through utility restructuring models which are public benefits-oriented. As these analyses are disseminated — and the widespread, informal NGO network that came together around the Kyoto conference will assist in this — their impact could be substantial.

A grant to E&Co. of Bloomfield, New Jersey, supports research on how to encourage increased investments in alternative renewable energies, especially solar. While a number of alternative energy technologies have been developed and proven cost-effective, they have yet to become commercially viable. The E&Co. effort is exploring the use of a trading mechanism to encourage transfers of capital to emissions abatement technologies.

## **ADVOCACY FOR CONSERVATION AND BIODIVERSITY — AN ECOSYSTEM APPROACH**

Thoreau's dictum, "in wildness is the preservation of the world," is not just a ringing call to conservation advocacy; it is a fact. The greater the diversity of plant and animal species in any ecosystem, the better the chance for each species to adapt and survive. The Fund's commitment to lessening the threats to biodiversity, augmenting conservation measures, and advancing research on ecosystems embraces a range of activities — from support for a model organic farm in the middle of Prague to funding a report on salmon aquaculture — and span a variety of locations — from the Mekong River delta to the rainforests of British Columbia and the increasingly congested streets of Central European cities.

Rapid global deforestation poses a direct threat to numerous terrestrial and aquatic species and habitats. At the same time, since forests absorb significant amounts of carbon dioxide (a greenhouse gas), deforestation exacerbates global warming. Yet world demand for wood and wood products continues to rise as economies and populations grow. The challenge is to halt deforestation without causing shortages of timber supplies or crippling an industry that employs millions of people.

One potential solution is sustainable forest management (SFM), an emerging array of resource management practices which aim to provide a continuous yield of high-quality forest products while pre-

erving the ecological integrity of a healthy, self-perpetuating forest. Experience to date suggests that the costs of shifting from traditional to sustainable management practices can be offset by efficiency savings; in the longer term, the economic benefits of SFM significantly outweigh its short-term costs. If the spread of SFM is to be hastened, however, deficiencies both of supply and demand must be addressed. The current supply of sustainably harvested wood represents just a fraction of the wood products market, while consumer demand for sustainable forest products, though increasing, remains minimal. In 1997, the Fund pursued a twin grantmaking strategy with respect to sustainable forestry, supporting efforts on the supply as well as the demand side of this equation.

Two steps must be taken to spur increases in the supply of sustainably harvested wood: First, it is necessary to set regionally appropriate standards for defining a sustainably managed forest, and second, a reliable process must be established for certifying that particular forests meet those standards. The Forest Stewardship Council, whose North American division is a project of the New England Natural Resources Center, was established in 1993 to objectively evaluate and accredit regional forest management standards around the world. In 1997, the RBF supported the North American Forest Stewardship Council's work to promulgate North American certification standards.

On the demand side of the equation, the challenge is to educate and inform the public about the availability of sustainably managed wood products, and to promote the consumption of those products. Around the world a number of so-called buyers' groups have sprung up — consortia of companies that use wood products and have committed themselves publicly to purchase certified products. It is a growing trend with growing clout. In the United Kingdom, for example, the buyers' group includes over ninety companies and represents more than one quarter of Britain's wood consumption. The Fund has supported a move-



CLEARCUTTING in British Columbia

Sustainable forest management practices (SFM) offer an alternative to clearcutting and other mass-volume logging techniques that hasten global deforestation, thereby exacerbating global warming and threatening global biodiversity. Establishing standards for sustainable management, and certifying that particular forests meet those standards, are important steps toward increasing the supply of sustainably harvested wood.

The Forest Stewardship Council (FSC), whose work in North America has been supported by the Fund, is an independent, international, membership NGO. The FSC does not certify forests or forest products; rather, it evaluates, accredits, and monitors certifiers based on their adherence to FSC principles and criteria.

In the U.S., the FSC has accredited two certifiers, the Rainforest Alliance's Smartwood Program and the Scientific Certification System's Forest Conservation Program. These programs have certified more than 3.5 million acres of forests nationwide — in California, Georgia, Maine, Massachusetts, Michigan, Minnesota, New Hampshire, Oregon, Pennsylvania, Washington, and Wisconsin. Approximately 1.8 million of these certified acres are public lands.

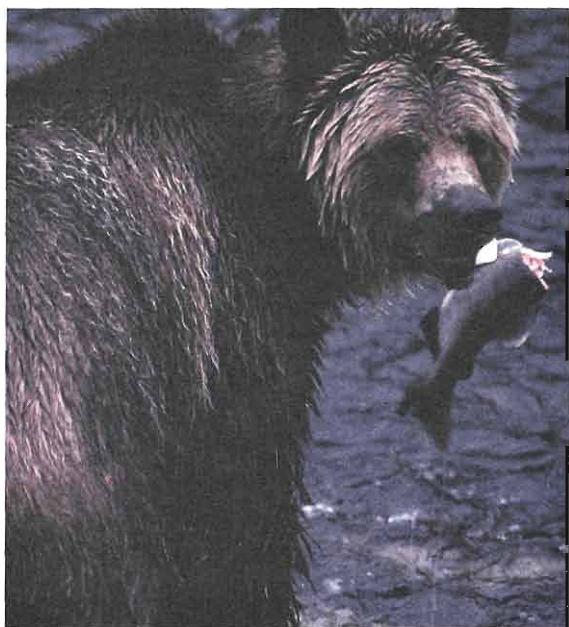
The Ten Principles of Forest Stewardship ratified by the FSC cover such aspects of sustainable forest management as the maintenance of long-term community well-being; the efficient use of forests' multiple products and benefits; the conservation of biological diversity and its associated values; and the need for systematic planning, monitoring, and assessment of forest management activities.

ment to create a North American buyers' group. At the same time, the RBF joined with other funders to enable the Natural Resources Defense Council to make SFM a major focus of its public education campaign, and helped to fund the Wilderness Society's development of a public relations/media plan for the coordinated communication of a simple, consumer-focused message about SFM.

Another aspect of the effort to inform and educate wood products consumers is the creation and use of some form of independent labeling system to assure buyers that particular products derive from sustainably managed sources. A 1997 grant to the Center for International Environmental Law supports efforts to promote these "eco-labels" in the face of industry opposition.

One location where forest conservation is of the gravest importance is in British Columbia, on Canada's west coast. The province's midcoast area, between the northern tip of Vancouver Island and the Alaska border, is home to a wilderness region that is twice the size of Switzerland. This region boasts large areas of old-growth forest, scores of pristine waterways, and dense concentrations of wildlife. It contains a quarter of the world's temperate rainforest, the largest undisturbed tract of this type of forest ecosystem left on earth, and is a treasure of biodiversity.

Logging pressures threaten this precious ecosystem. Of fifty-five pristine watersheds identified in the area in 1991, eight had already been lost to logging by 1997. At the current rate of increase in logging



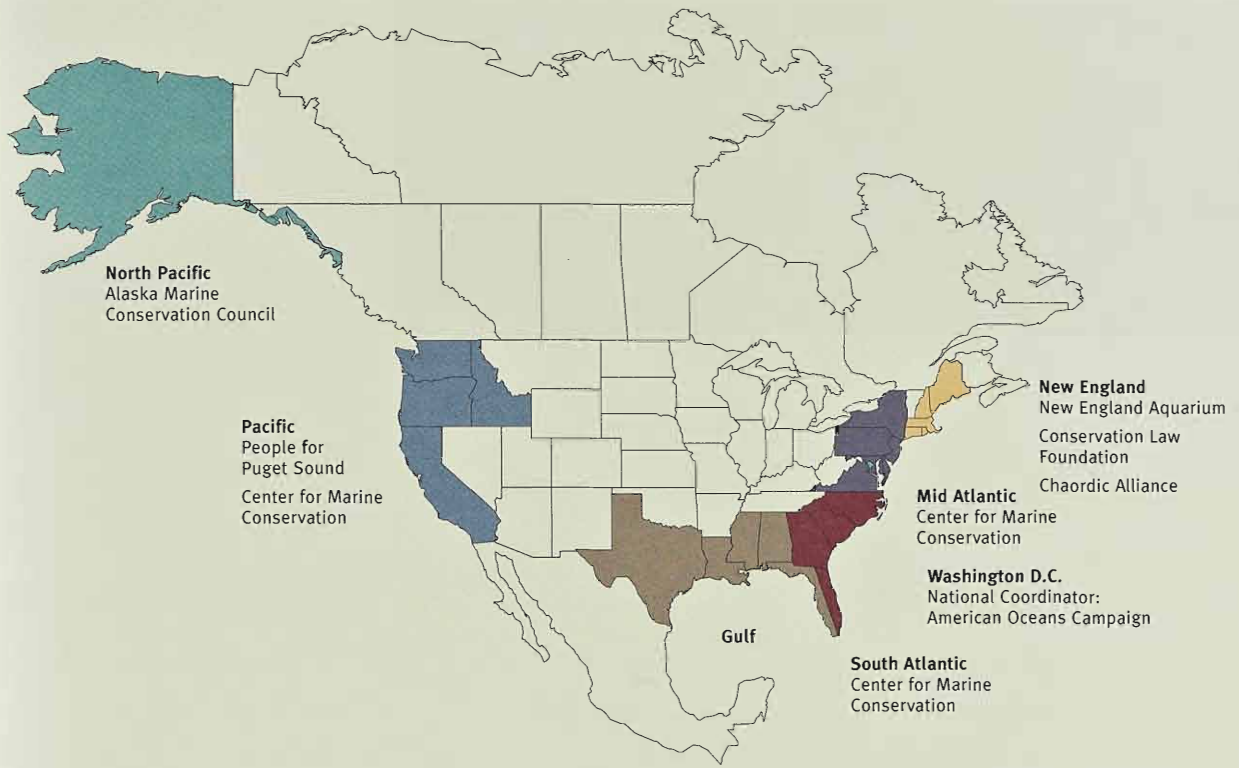
THE PRISTINE WATERSHEDS OF BRITISH COLUMBIA'S MIDCOAST REGION, with their abundant runs of Pacific salmon, support some of the highest grizzly bear concentrations in North America. Because grizzlies often travel many miles in a single day, the species will not survive in a patchwork of small parks; a "critical mass" of this rainforest ecosystem must be protected if its remarkable biodiversity is to be preserved.

activity, a majority of the watersheds would be cut over in less than a decade. Especially worrisome is the fact that the forests most valuable to industrial loggers are the same forests which form the core habitat for salmon and animals that feed on salmon. Clearcutting these habitats will send wildlife fleeing and cause river siltation that destroys salmon spawning areas. In 1996 and 1997, the RBF continued its funding of several conservation groups in British Columbia — including the Valhalla Wilderness Society, Ecotrust Canada, Earthlife Canada Foundation, and the David Suzuki Foundation — for an integrated effort to protect the midcoast region.

Protection of the world's marine biodiversity is an RBF goal which is pursued through initiatives that focus both on the conservation of marine ecosystems and on the sustainable use of marine resources. A 1997 grant to the Marine Conservation Biology Institute is designed to help establish the science of marine conservation biology,

which takes an ecosystem approach to the preservation of marine species. Adoption of this approach would bring the marine sciences into line with the terrestrial sciences, where an ecosystem approach has prevailed since the 1980s and has long been viewed as more likely to preserve endangered habitat and species than the traditional species-specific approach.

Working with another RBF grantee, the Tides Center, the Marine Conservation Biology Institute (MCBI) will employ multidisciplinary teams of scientists and policymakers in a holistic exploration of marine



### REGIONAL FISHERY MANAGEMENT COUNCILS: ADDING THE CONSERVATION VOICE

This is a particularly opportune time to encourage efforts to promote conservation of marine resources. In October 1996, the Magnuson Fishery Management Act was reauthorized. Included in the reauthorized act were several new conservation provisions on minimizing bycatch (non-targeted species that are unintentionally caught and then thrown overboard, typically dead or dying), reducing overfishing, and protecting critical marine habitat. These provisions must be implemented within a year to eighteen months by the eight regional Fishery Management Councils and the National Marine Fisheries Services (NMFS). During this period, the law requires that every Fish Management Plan of every council be amended, with guidance and oversight by NMFS, to reflect the new conservation provisions. If the new provisions are to be implemented in the strongest possible manner, clear voices for long-term stewardship must be heard both regionally and nationally. Shown above are the six continental council regions, and the 1997 RBF grantees active in five of them. Not shown are the Caribbean and Western Pacific island regions.

ecosystems. Developing an ecosystem approach to protecting marine biodiversity and conserving marine resources is a matter of real urgency, since fishery management policies worldwide have typically been formulated in the absence of any real understanding of how marine ecosystems work. The discovery by marine conservation biologists that bottom-trawling causes ecological disturbances which reduce marine biodiversity has drawn worldwide attention, thanks in part to the efforts of MCBI, and may help lead to more judicious decision making about marine resources management.

The sustainable management of U.S. marine resources was the focus of a major Fund initiative in 1997. The present management system has been in place since 1976 when it was defined by the Magnuson Fishery Conservation and Management Act, which empowers eight regional Fishery Management Councils and the National Marine Fisheries Services (NMFS) to act as stewards, with Commerce Department oversight, of America's living marine resources. Twenty-one years after its passage and despite its name, the bill has failed either to conserve or to manage those resources: 140 out of 180 U.S. fisheries were seriously depleted in 1997, according to NMFS. The Commerce Department estimated in 1997 that mismanagement of the nation's fishery resources was costing \$3 billion per year.



AN ACTIVE SHRIMP FARM IN BANGKROW, THAILAND, AND A DERELICT FARM, abandoned after short-term profits have been realized. Among the problems associated with unsound commercial shrimp aquaculture are the contamination of coastal ecosystems, including delicate mangroves; the genetic erosion of indigenous shrimp stock; the disturbance of groundwater and other fresh water supplies; the disruption of traditional land tenure systems; and the impoverishment of coastal communities.

The primary reason for this failure has been the absence of a strong public and political voice for conservation of marine resources. Heard early enough in the decision-making process, such a voice could push that process toward genuine stewardship, as called for by Congress in the 1976 law. To address this challenge, the RBF and the Pew Charitable Trusts (a frequent funding partner in the fisheries area) provided new and renewal support in 1997 to a group of seven organizations and coalitions working to coordinate a national advocacy network for protection of fishery resources. The seven grantees include three regional fishermen's groups and four environmental advocacy coalitions (see map on page 29). These grantees are active in five of the six continental Fishery Management Council regions. Collaboration among the groups is facilitated by a national coordinator, the American Oceans Campaign. This network of organizations will be expanded in 1998, to speak up for conservation of resources throughout the American fisheries management system.

During 1997, the Fund also maintained its interest in promoting understanding of the need to reform the shrimp aquaculture industry. The rapid and unmonitored growth of this lucrative business has damaged ecosystems and undermined community life in many parts of Asia and South America, and has frequently been accompanied by corruption and even violence against those who protest its unsustainable practices. A grant to Human Rights Watch acknowledges the link between environmental degradation and human suffering, and enables a noted social-justice organization to work with environmental NGOs on monitoring and addressing shrimp industry abuses — in effect, helping to place the shrimp farming debate in the larger contexts of human and environmental security. A grant to the University of California at Santa Barbara supports an examination of the role of new communications technologies, including the internet, in shaping a global network of grassroots groups devoted to shrimp industry reform; this grant, too, links shrimp aquaculture to a larger theme, that of the growth of international and transnational civil society. A third grant, to the Earth Island Institute for its Mangrove Action Project, supports a global planning and coalition-building conference to help NGOs move from the first phase of their engagement on shrimp aquaculture issues — where the primary goal was raising awareness about the negative impacts of some industry practices — to the second phase, where broader dialogue (including with industry) will be required. The Fund's parallel interest in reform of the salmon aquaculture industry was reflected in a grant to the Consultative Group on Biological Diversity for dissemination of a report on that subject.



A keystone of the Fund's Sustainable Resource Use program in Central and Eastern Europe is the Environmental Partnership for Central Europe. Formed in 1991 by the RBF, the German Marshall Fund of the U.S., and the Charles Stewart Mott Foundation (and subsequently supported by a dozen other funders from three continents), the partnership from its inception has sought to ensure the long-term health of the region's environment by linking the financial resources of international donors to the grassroots knowledge and influence of local groups. Through grantmaking and technical assistance, the Partnership galvanizes citizen participation in the solution of environmental problems, thus helping simultaneously to build the capacity of civil society and to repair a damaged environment — two core concerns of the RBF. In this mission the partnership, which the RBF supported again in 1997 through a grant to the German Marshall Fund, has been distinctly successful. In fact, the original partnership has split into four separate, independent country foundations — in Poland, Hungary, the Czech Republic, and Slovakia (see map for locations) — which vigorously seek local funding. Partnership-supported projects in these four countries include:



- In Slovakia, the partnership-supported Daphne Foundation helps protect the unique ecosystem of the Morava River region, involves the public in restoring and managing wetlands, and works to maintain an active communications network with NGOs in neighboring countries.

In addition to these and other specific achievements, the partnership's approach and methodologies have become a model for other organizations, while its fellowships and training programs are helping to develop tomorrow's environmental leaders in a region where effective leadership is greatly needed.

- In a small town in the Czech Republic, the MESIT project brings town residents, high school students, and local businesses together to collect household appliances for a recycling effort which employs mentally and physically handicapped people who might otherwise be unable to find work.
- In Hungary, the Ecoservice Foundation maintains an environmental and NGO database and offers free advisory and organizational services to green nonprofits and the general public.
- In Poland, the Workshop for All Beings - Native Forest Network works on a local level to change national forest policy. The Network's efforts have helped create Poland's first National Ecological Park, protect rare flora and fauna in the Wapienice Valley, and double the size of the Bialowieza National Park, the country's greatest treasure of biodiversity.



**CROSS-REFERENCE:** In his president's report, which focuses on the theme of partnership, Colin Campbell comments on the importance of allowing partnerships to evolve, a point that is demonstrated by the Environmental Partnership for Central Europe. As the local side of this partnership has matured and become stronger, the partnership has been reshaped, deliberately and at the suggestion of local leaders. Eventually the original partnership will be dissolved, leaving behind a strong set of independent, local institutions and a strengthened local culture of citizen action and philanthropy.

By helping simultaneously to repair a damaged environment and to build the capacity of civil society in a geographic region of interest to the RBF, the partnership advances the goals of the Fund's Nonprofit Sector program as well as its Sustainable Resource Use program.



THE MEKONG RIVER'S FISH BIODIVERSITY IS SECOND ONLY TO THAT OF THE AMAZON and forms the protein staple of the people living on its shores. The silt-laden waters of the Mekong also replenish the arable soil of the river basin.

### **STRENGTHENING INDIGENOUS ENVIRONMENTAL STEWARDSHIP**

During 1997, the Fund's efforts to build indigenous capacity for effective environmental stewardship ranged from renewed support (through the German Marshall Fund of the U.S.) for the Environmental Partnership for Central Europe, a successful and well-established initiative designed to nurture community-based environmental activity in Central and Eastern Europe, to a grant for the International Association for the Study of Common Property, a decentralized membership organization which provides a unifying intellectual framework for the study and advancement of community-based resource management systems.

Indigenous NGO capacity in two geographic areas — the Mekong River basin, and Central and Eastern Europe — was the focus of particular attention from the RBF in 1997. The Mekong River rises as the Za Qu in Tibet and flows generally south into the South China Sea, following or crossing the borders of China, Myanmar, Thailand, and Laos. It then spreads into an immense and densely populated delta plain that embraces much of Cambodia and Vietnam. With but a single, recently-built bridge spanning its lower reaches and with no mainstream dams impairing navigation or fish migration, the Mekong is truly the lifeblood of this region. The sustainable development of the Mekong basin will require a radical rethinking of traditional, hydropower-based (large dam) development scenarios and a rechanneling of investment dollars. Environmental NGOs can play a crucial role in promoting the improved public understanding, multilateral bank policy reform, and heightened sense of corporate responsibility that are necessary for such a shift. A range of Mekong-focused grants in 1997 support local organizations throughout the region in their efforts to encourage sound stewardship of the Mekong and its watershed by building public and corporate awareness (the Council on Renewable Energy in the Mekong Region), monitoring multilateral development bank activities and international capital flows (Aidwatch, Energy Probe Research Foundation, and the University of Sydney), and creating alternative energy development scenarios (the International Institute for Energy Conservation). Support for such efforts from funders like the RBF is particularly important in light of Asia's financial crisis, which is, by extension (and by

coincidence with El Niño), an ecological crisis. The RBF's direct and indirect support of indigenous civil society in the Mekong watershed both fills a funding gap and helps maintain community control and involvement at a time of social and political stress.

In Central and Eastern Europe, the environmental challenge facing civil society is to counter intense market-driven pressures for resource exploitation and commercial development. Public awareness is key to this effort, and a 1997 grant for the Central European Stewardship Program of the Quebec-Labrador Foundation's Atlantic Center for the Environment helps a growing cadre of local people educate the broader public about sustainable resource use. Also key is the successful implementation of alternative development strategies; with RBF support, the Amber Trail Greenway initiative of Nadacia Ekopolis (the Environmental Partnership office in Slovakia) seeks to encourage locally based economic development that is sensitive to the natural and cultural heritage of an historic corridor — a trail along which trade in amber was conducted — between Cracow, Poland, and Budapest, Hungary.

Compounding this environmental challenge is the premature withdrawal of some foreign funding, before local sources of funding can be developed. This trend threatens to undermine, at a critical juncture, the full reactivation of civic life in the region (a concern that is also discussed in the Nonprofit Sector section of this report). In 1997 the Fund made a grant to ISAR, in Washington, D.C., for follow-up on actions proposed at a unique multi-sectoral workshop (attended by representatives of multilateral development banks, government agencies, private foundations, and the NGO sector) on the sustainability of environmental NGOs in Central and Eastern Europe and the Newly Independent States of the former Soviet Union.

## THE RUSSIAN FAR EAST: A NEW AREA OF RBF INTEREST

As announced in the Fund's 1996 annual report, the RBF has begun to include the Pacific watersheds of the Russian Far East in its programmatic focus on sustainable resource use and NGO capacity building in the Northern Pacific. The arc now described by RBF grantmaking, from Northern California to the border of China, corresponds precisely to the biogeographic distribution of the Pacific salmon, which is already a resource of interest to the Fund in British Columbia and elsewhere along the Pacific Northwest.

In the Russian Far East, too, salmon are "indicator" species whose health reflects the health of the coastal and inland regions and communities linked by their annual migration. Fully one third of the world's wild salmon spawn in the waterways of the Kamchatka peninsula. Not surprisingly, the conservation of salmon habitat will be the initial focus of the RBF's funding in the Russian Far East.

Mining, overfishing, pollution, and the expansion of fish hatcheries threaten wild salmon stocks and habitats in all parts of the region, although differences from location to location pertain. In 1997 the Fund authorized a grant to the Pacific Environment and Resources Center (PERC), a California-based NGO known for its outreach, capacity-building, and monitoring efforts in the Northern Pacific, for a research and public education initiative on fisheries and salmon habitat protection in the Russian Far East.



## SUSTAINABLE RESOURCE USE

### 1997 Grants

#### GLOBAL

##### CENTER FOR INTERNATIONAL ENVIRONMENTAL LAW

Washington, D.C. \$75,000

Toward efforts to foster the international and domestic use of eco-labels to identify, for consumers, wood products derived from sustainably managed sources

##### CENTER FOR MARINE CONSERVATION

Washington, D.C. \$150,000

To establish three regionally distinct, collaborative fishery reform projects in the Mid-Atlantic, South Atlantic, and Pacific.

##### CONSULTATIVE GROUP ON BIOLOGICAL DIVERSITY

San Francisco, California \$46,000 over 2 years

General support for efforts to strengthen grantmaking in biodiversity protection, and for the creation and dissemination of a report on salmon aquaculture.

##### EARTH ISLAND INSTITUTE

San Francisco, California \$3,000

In support of its Mangrove Action Project, toward a meeting of representatives from a diverse network of international NGOs interested in building a coalition for ecologically sensitive shrimp aquaculture.

##### EARTHLIFE CANADA FOUNDATION

Vancouver, British Columbia \$120,000 over 2 years

To strengthen its capacity for public education on forest management issues in British Columbia.

##### E & CO.

Bloomfield, New Jersey \$30,000

For research on encouraging increased renewable energy investments through a trading mechanism for greenhouse gas emissions.

##### ECOTRUST CANADA

Vancouver, British Columbia \$75,000

To help native tribes in the Kowesas and other watershed areas of British Columbia play a role in land management planning.

##### ENVIRONMENTAL DEFENSE FUND

New York, New York \$5,000

Toward production costs of a "Common Questions" informational booklet on climate change, to be widely disseminated to opinion leaders, journalists, and the public.

##### GREENPEACE ENVIRONMENTAL TRUST

London, England \$30,000

Toward the Solar Century, a project to encourage corporate investments in solar energy as an alternative to fossil fuel use.

##### MARINE CONSERVATION BIOLOGY INSTITUTE

Redmond, Washington \$100,000 over 2 years

To help establish marine conservation biology, a new science which advocates a comprehensive, ecosystem-based approach to the protection of marine resources.

##### NATIONAL WILDLIFE FEDERATION

Washington, D.C. \$35,000

Renewed support for the Global Forest Policy Project, which promotes forestry standard-setting efforts and coordinates nongovernmental organizations' activities on forestry management issues.

##### NATURAL RESOURCES DEFENSE COUNCIL

Washington, D.C. total \$125,000

\$50,000 toward efforts to involve the staffs and memberships of environmental organizations in the sustainable forestry public education campaign.

\$75,000 toward the council's Forests for Tomorrow initiative, which brings sustainable forestry to the forefront of the organization's agenda.

##### PACIFIC ENVIRONMENT AND RESOURCES CENTER

Sausalito, California total \$150,000

\$100,000 for projects on biodiversity conservation, fisheries management, and ecosystem restoration in the Russian Far East.

\$50,000 for a research and public education initiative on fisheries and salmon habitat protection in the Russian Far East.

##### REDEFINING PROGRESS

San Francisco, California \$30,000

To disseminate the findings of a study on sustainable electricity futures in Europe to European and American policymakers, energy advocates, and the media.

##### THE TIDES CENTER

San Francisco, California \$80,000 over 2 years

For renewed support of the Biodiversity Action Network, an international clearinghouse for information on the protection of biological diversity.

##### VALHALLA WILDERNESS SOCIETY

New Denver, British Columbia \$50,000

For efforts to protect the 700,000-acre spirit bear refuge, a temperate rainforest habitat on British Columbia's north coast.

##### WORLDWATCH INSTITUTE

Washington, D.C. \$100,000

Toward implementation of the institute's strategic plan through the year 2000.

#### UNITED STATES

##### ALASKA MARINE CONSERVATION COUNCIL

Anchorage, Alaska \$50,000

Toward efforts to promote a long-term conservation perspective in the North Pacific, focusing on bycatch reduction and fishery management reform.

##### AMERICAN OCEANS CAMPAIGN

Washington, D.C. \$25,000

For the Fishery Advocacy Coordination Project, designed to encourage collaboration among conservation groups working on fishery issues.

**CHAORDIC ALLIANCE**

Pescadero, California \$15,000

For efforts to engage northeastern fishermen in creating a fishermen's voice for conservation and fishery management reform in New England.

**CONSERVATION LAW FOUNDATION**

Boston, Massachusetts \$53,800

In support of a collaborative project designed to increase public interest and participation in the New England Fishery Management Council.

**ENVIRONMENTAL ADVANTAGE**

New York, New York \$35,000

Start-up support for the Forest Products Buyers Group, an alliance of companies, environmental groups, and foundations created to encourage consumers to buy certified sustainable wood products.

**FOREST PRODUCTS BUYERS GROUP**

Beaverton, Oregon \$150,000 over 2 years

For a program focusing on increased media exposure, to broaden the group's membership base and promote the purchase of sustainably managed wood products.

**INSTITUTE FOR AGRICULTURE AND TRADE POLICY**

Minneapolis, Minnesota \$50,000

To broaden the institute's program of land certification in the Great Lakes, which was previously focused on state lands, to include private landowners.

**NATIONAL ENVIRONMENTAL TRUST**

Washington, D.C. \$200,000

To continue public and media education efforts to build U.S. public support for climate protection.

**NEW ENGLAND AQUARIUM CORPORATION**

Boston, Massachusetts \$20,000

For a community outreach project in coastal New England, designed to encourage fishermen to collaborate on long-term conservation and fishery management reform.

**NEW ENGLAND ENVIRONMENTAL POLICY CENTER**

Burlington, Vermont \$150,000

For the North American Forest Stewardship Council's efforts to increase public awareness of and demand for certified wood products.

**NEW ENGLAND NATURAL RESOURCES CENTER**

North Ferrisburgh, Vermont \$200,000

Renewed support for its Forest Stewardship Council project to develop regional standards for sustainably managed forest certification in North America.

**PEOPLE FOR PUGET SOUND**

Seattle, Washington \$54,500

In support of the Pacific Marine Conservation Council project, a collective voice for conservation concerns within the regional fishery management system.

**PUBLIC INTEREST PROJECTS**

New York, New York \$30,000

Toward the Liberty Tree Alliance project and the inclusion of climate change in its Web site designed to interest a new generation of Americans in environmental issues.

**WESTERN ANCIENT FOREST CAMPAIGN**

Washington, D.C. \$50,000

To educate the campaign's broad membership of grassroots forest activists about the potential benefits of sustainable forestry management.

**WILDERNESS SOCIETY**

Washington, D.C. total \$220,000

\$150,000 over two years for efforts to heighten consumer awareness of sustainably forested products by maximizing the activities of several environmental groups working on this issue.

\$50,000 for a public education and media campaign on sustainable forestry, designed to generate consumer demand for sustainably managed forest products.

\$20,000 for a public education and media project on sustainable forestry.

**CENTRAL AND EASTERN EUROPE****AIR AND WASTE MANAGEMENT ASSOCIATION**

Pittsburgh, Pennsylvania \$40,000 over 2 years

For a collaborative program among environmental groups in western Pennsylvania and Central and Eastern Europe to implement energy conservation projects in two of CEE's urban communities.

**CENTRE FOR ENVIRONMENTAL STUDIES FOUNDATION**

Budapest, Hungary \$90,000 over 3 years

General support for efforts to provide independent research, analysis, facilitation, and technical assistance on sustainable resource use issues in Hungary.

**ENVIRONMENTAL PARTNERSHIP FOR CENTRAL EUROPE — SLOVAKIA**

Banska Bystrica, Slovakia \$75,000 over 3 years

For the Amber Trail Greenway in Poland, Slovakia, and Hungary, a program to encourage locally based economic development sensitive to the region's natural and cultural heritage.

**FOUNDATION FOR ORGANIC AGRICULTURE**

Prague, Czech Republic \$40,000 over 2 years

For the agricultural activities at the Prague Ecology Center, which offers classes, exhibitions, gardens, and a market designed to foster community-based environmental awareness.

**GERMAN MARSHALL FUND OF THE U.S.**

Washington, D.C. \$600,000 over 3 years

For the Environmental Partnership for Central Europe, an initiative designed to nurture community-based environmental activity in Central and Eastern Europe.

**NÁDASDY FOUNDATION FOR ARTS AND ENVIRONMENT**

Ottawa, Canada \$12,000

For a symposium held in Hungary designed to improve understanding of the relationships between art, architecture, and the environment on a global scale, and to foster environmental and architectural partnerships in the region.

**ISAR**

Washington, D.C. \$25,000

Toward an initiative to target and follow up on action proposed at a workshop on enhancing the sustainability of environmental NGOs in Central and Eastern Europe and the Newly Independent States.

**QUEBEC-LABRADOR FOUNDATION**

Ipswich, Massachusetts \$120,000 over 3 years

For a program to promote effective land stewardship practices in Central and Eastern Europe through a variety of workshops, exchanges, study tours, and other shared learning activities.

**WORLD RESOURCES INSTITUTE**

Washington, D.C. \$50,000 over 2 years

For a forestry management project in Slovakia, designed to engage citizens in policymaking surrounding forestry use and protection and to involve a diverse group of participants in the region's forestry development issues.

**EAST ASIA****AIDWATCH**

Woolahra, Australia \$24,000 over 2 years

For a project monitoring Australia's development assistance and corporate involvement in infrastructure development projects in the Mekong region.

**CENTER FOR ENVIRONMENT, TECHNOLOGY AND DEVELOPMENT MALAYSIA**

Petaling Jaya, Malasia \$21,000

For support of the Climate Action Network Southeast Asia, and to increase participation of East Asian NGOs in the 3<sup>rd</sup> Conference of Parties to the Global Convention on Climate Change.

**CHIANG MAI UNIVERSITY**

Chiang Mai, Thailand total \$70,000

\$50,000 toward a meeting of the Asia Resource Tenure Network, and for grants to Thai and Lao researchers at provincial universities wishing to pursue resource tenure topics.

\$20,000 for the Social Research Institute's projects on community forestry and political ecology in Southeast Asia and southwestern China.

**COUNCIL ON RENEWABLE ENERGY IN THE MEKONG REGION**

Phitsanulok, Thailand \$20,000

For outreach to the public and corporate sectors in the Mekong region on investment opportunities in renewable energy technologies.

**EARTH ISLAND INSTITUTE**

San Francisco, California \$38,000

Toward the Mangrove Action Project's strategic planning and coalition-building conference on industrial shrimp aquaculture reform.

**EAST-WEST CENTER FOUNDATION**

Honolulu, Hawaii \$90,000 over 3 years

Toward the implementation of training programs and workshops in political ecology in Vietnam.

**ENERGY PROBE RESEARCH FOUNDATION**

Toronto, Canada \$20,000

For a project of its Probe International division, which monitors Canada's development assistance and corporate involvement in infrastructure development projects in the Mekong region.

**FOCUS ON THE GLOBAL SOUTH**

Bangkok, Thailand \$86,000 over 2 years

In support of the Micro-Macro Issues Linking Program, an initiative combining both broad and focused approaches to Mekong River basin development.

**FOUNDATION FOR ECOLOGICAL RECOVERY**

Bangkok, Thailand \$15,000

Toward the development of the foundation's in-house policy analysis capabilities, and to examine the dynamics of influence associated with forest master plans.

**HARIBON FOUNDATION FOR THE CONSERVATION OF NATURAL RESOURCES**

Quezon City, Philippines \$55,000

Toward efforts to expand training and networking opportunities associated with the National Training Program for Integrated Coastal Management.

**HUMAN RIGHTS WATCH**

New York, New York \$40,000 over 2 years

For a review of shrimp aquaculture issues in Southeast Asia, including shrimp industry abuses and notions of environmental security.

**INDONESIAN FOUNDATION FOR ADVANCEMENT OF BIOLOGICAL SCIENCES**

Depok, Indonesia \$17,000

For coordination of a national strategy meeting of Indonesian nongovernmental organizations working on coastal resource management issues.

**INTERNATIONAL ASSOCIATION FOR THE STUDY OF COMMON PROPERTY**

Bloomington, Indiana \$100,000 over 3 years

For core support of this membership organization devoted to the study of social cooperation in natural resource management.

**INTERNATIONAL INSTITUTE FOR ENERGY CONSERVATION, INC.**

Washington, D.C. \$20,000

To develop alternative energy scenarios for Thailand and the Mekong basin which include consideration of renewable energy sources, resource planning, and demand-side management.

**INTERNATIONAL RIVERS NETWORK**

Berkeley, California \$130,000 over 2 years

For general support of its Mekong basin project, including collaboration with civil society groups in Japan and capacity-building assistance for NGOs in the Mekong region.

**KIKO FORUM**

Kyoto, Japan \$50,000

To support the public education efforts of this coalition of Japanese NGOs working on climate change issues at the 3<sup>rd</sup> Conference of Parties to the Global Convention on Climate Change.

**UNIVERSITY OF CALIFORNIA-SANTA BARBARA**

Santa Barbara, California \$60,000

For an evaluation of shrimp industry reform and its relationship to globalization, technology, and civil society, and to develop a Web site database on the industry.

**SUSTAINABILITY INSTITUTE**

Plainfield, New Hampshire \$40,000

For the Commodity System Dynamics project, a study of commodity trading's impact on communities, natural resources, and the global environment.

**TAMBUYOG DEVELOPMENT CENTER**

Quezon City, Philippines \$80,000 over 2 years

For a project to evaluate community perspectives on water access and control in the Philippines.

**UNIVERSITY OF SYDNEY**

Sydney, Australia \$65,000 over 3 years

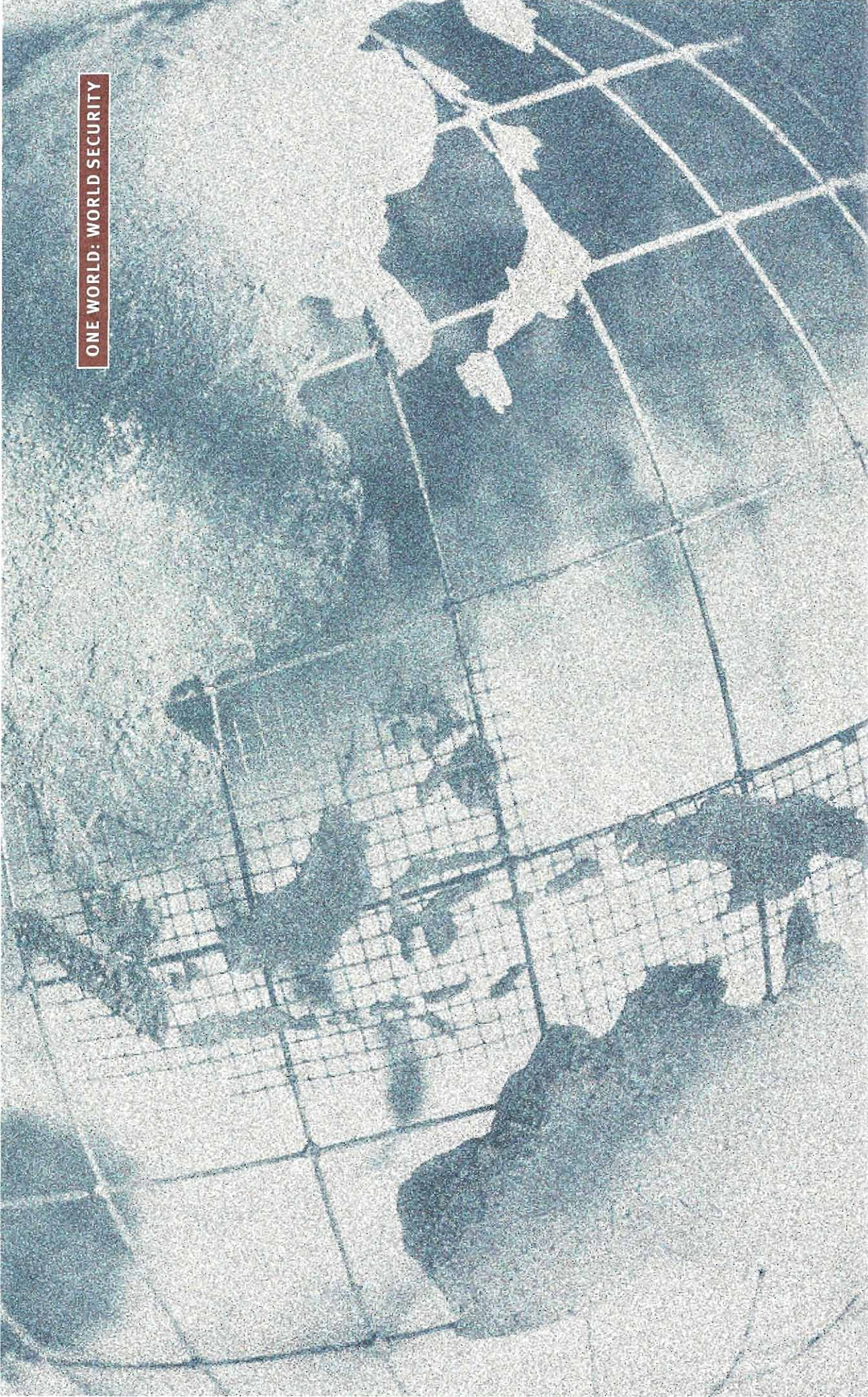
For the creation of a Mekong Resource Center, to serve as a clearinghouse in Australia for information on Mekong basin development issues.

**YUNNAN ACADEMY OF SOCIAL SCIENCES**

Kunming, China \$26,000

For a project on forest land tenure and sustainable management of forest resources in southwestern China.

ONE WORLD: WORLD SECURITY





# One World: World Security



The RBF's review of its World Security grantmaking program entered a second and final year in 1997. Both the Fund's Project on World Security and its project on transnational governance (conducted at the Carnegie Endowment for International Peace) have advanced toward completion, providing important insights into the threats to and requirements of modern security. By the close of 1998, the Fund expects to have reviewed the results of these two projects, interpreted them in light of its other program concerns, and announced modified grantmaking guidelines that incorporate new security considerations. Until then, normal grantmaking in the security area is suspended.

## THE PROJECT ON WORLD SECURITY

The Project on World Security (PWS), based in Washington, D.C., is designed to stimulate a broad dialogue on the meaning of security and how it might be ensured in an era of accelerating globalization and rapid social and technological change. The underlying assumption of the project is that the security problems societies will face in the future require solutions that cut across disciplines and require cross-sectoral collaboration among a range of actors.

The project has been guided by a Core Advisory Group comprising prominent analysts of international relations, security specialists, and senior scholars and practitioners representing a range of other fields. To carry out the project, advisors and PWS staff have commissioned reports and convened groups of experts on such topics as economic globalization, environmental degradation, income inequality, demographic trends, culture and identity, and traditional military security. Through meetings, discussions, and peer review of papers, these experts have collaborated to seek a common framework within which to consider the emerging challenges to world security.

This framework posits four “players” — the individual, the nation-state, civil society, and transnational institutions — whose separate and cooperative actions have an impact on security, and describes five “shaping trends” that continually redefine the relationships among these actors:

- the communication revolution's worldwide diffusion of information, capital, technology, and ideas;
- the ongoing restructuring of the globalized economy, redistributing wealth, production, and power;
- population surges at the low end of the economic and educational ladder, where almost a billion people are being added per decade;
- the gradual altering of the earth's physiology; and
- the spreading norm of political, social, and cultural self-determination.

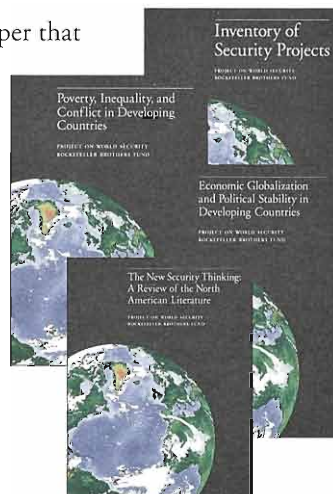


THE CORE ADVISORY GROUP FOR THE RBF'S PROJECT ON WORLD SECURITY MET TWICE DURING 1997 to discuss commissioned reports and to debate a framework which would describe the actors and trends that have an impact on modern security. Included in the Core Group are Colin Campbell and Russell Phillips, president and executive vice president, respectively, of the RBF; General John R. Galvin (Fletcher School of Law and Diplomacy, Tufts University); Rev. J. Bryan Hehir (Center for International Affairs, Harvard University); John P. Holdren (Kennedy School of Government, Harvard University); RBF trustee William H. Luers (Metropolitan Museum of Art); Jessica T. Mathews (Carnegie Endowment for International Peace); Joseph Nye (Kennedy School of Government, Harvard University); Jean-Francois Rischard (World Bank); Emma Rothschild (Centre for History and Economics, Kings College, Cambridge University); and John D. Steinbruner (Brookings Institution).

All four levels of actors interact with these trends and with each other. The project's discussions and consultations suggest that the challenge of world security is to manage the interactions among these trends and actors. If mismanaged, the interactions could undermine the capacity of states to govern and nature to provide. If well managed, the interactions can conceivably invigorate states and empower societies, enhancing security, stewardship, and quality of life. It is already clear from the project's investigations that innovative partnerships among all the actors, cutting across all levels of global activity, will be needed to address this challenge.

When the project is concluded in 1998, it will have produced a context paper that articulates a framework for considering the challenge of security; a series of recommendations to the foundation community for grantmaking in the area of world security; and numerous articles and literature reviews. All will be available both in print and on the project Web site ([www.rbf.org/pws](http://www.rbf.org/pws)). To date, the following publications are available online or by calling the New York office of the Rockefeller Brothers Fund:

- *Inventory of Security Projects*
- *The New Security Thinking: A Review of the North American Literature*, by Ann Florini and P.J. Simmons



- *Economic Globalization and Political Stability in Developing Countries*, by Nicolas van de Walle
- *Poverty, Inequality, and Conflict in Developing Countries*, by Joan M. Nelson

## THE GOVERNANCE ISSUE

Under way at the Carnegie Endowment for International Peace is a project on Governance and World Security, directed by an RBF-supported Resident Associate. Defining governance as the means by which people organize themselves to respond to challenges that require collective action, this project focuses on arrangements for *transnational* governance — arrangements for responding to the increasing array of global problems that respect no borders, from climate change to the spread of infectious diseases, from the proliferation of weapons of mass destruction to the growing inequality of rich and poor around the world. The capacity of the state system to ensure human well-being in the face of such threats is already close to being overwhelmed by the complexities of globalization and outpaced by the implications of the information revolution. But if national governments are not to be the sole providers of transnational governance, what kinds of mechanisms might complement or replace them, under what circumstances, and acting on whose behalf?

To answer these questions, the governance project is looking at collective action theory and group identity formation, examining the bases on which groups form and sustain themselves to carry out collective action. Pushed by the stresses of globalization, and pulled by the networking opportunities of the information age, many new groups and coalitions are forming. Transnational civil society organizations, in particular, appear to be playing a growing role in responding to global problems of security, stewardship, and quality of life. How sustainable are these new collective problem solvers, and are they more likely to resolve or create problems? What is the

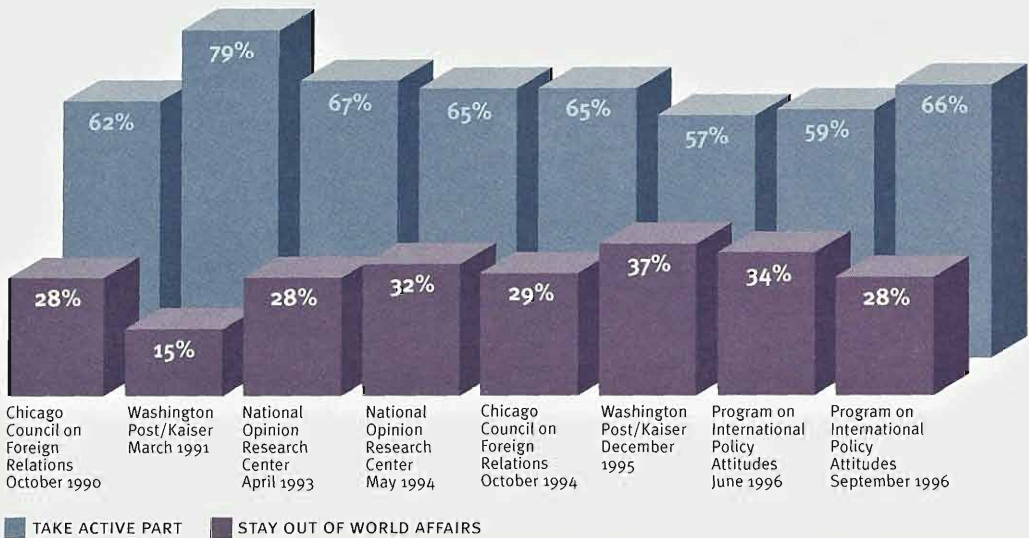
## PROGRAM GUIDELINES ONE WORLD: WORLD SECURITY

During the period 1996–1998, the Fund's chief interest in world security is to encourage and advance a dialogue among a broad range of scholars and policy-shapers on the nature of security in the post-Cold War world. This interest is being pursued through two complementary initiatives: a Project on World Security at the Fund's office in Washington, D.C., and a program of research at the Carnegie Endowment for International Peace, directed by an RBF-supported Resident Associate in World Security.

Informed by these initiatives, the Fund will articulate a new set of grantmaking guidelines for its World Security program, to be announced in late 1998. Until that time, normal grantmaking in the security area has been suspended.



**CROSS-REFERENCE:** Emerging from the Fund's review of its World Security program is a powerful affirmation of the RBF's present cluster of program areas, which implies a strong, mutually reinforcing relationship among efforts to ensure peace and security on the one hand, and efforts to enhance the strength of civil society (the focus of the Fund's Nonprofit Sector program), protect the health of the environment (the Sustainable Resource Use program), and build the capacity of individuals and communities to participate in democratic decision making (the Education, New York City, and South Africa programs) on the other.



FOR MANY YEARS, VARIOUS POLLING ORGANIZATIONS HAVE ASKED THE QUESTION, “Do you think the U.S. should take an active part in world affairs or stay out of world affairs?”. The results are strikingly consistent. From *The Foreign Policy Gap: How Policymakers Misread the Public*, by Steven Kull et al. (Center for International and Security Studies at the University of Maryland, Program on International Policy Attitudes, 1997)

### BUILDING CONSTITUENCIES FOR GLOBAL INTERDEPENDENCE

In some respects, Americans are more active internationally than ever before: We travel more overseas; we buy more imported goods; we pay more attention to the Nikkei average; we are more concerned with environmental change in distant lands. Yet despite globalizing trends which should encourage international cooperation, the U.S. commitment to cooperative engagement seems to be waning, and a serious lack of funding, dedication, and vision — the resources on which effective cooperative engagement depends — now threatens to undermine this country’s capacity to participate in building a just, secure, and sustainable global community.

Throughout 1997, the RBF and a loose collaboration of international grantmakers, multilateral institutions (chief among them the World Bank), and major humanitarian and environmental NGOs have been exploring how they might work together to build stronger public and political constituencies for cooperative international engagement. One product of this emerging “Global Interdependence Initiative” was the Fund’s publication and broad dissemination, in early 1998, of a paper entitled *Global Interdependence and the Need for Social Stewardship*, by Susan Sechler and Laurie Mazur,\* which argues for a model of international engagement that integrates the mutually reinforcing imperatives of

military security, economic growth, and what might be called “global social stewardship” — the need to enhance human potential, promote equity and social stability, and protect the natural environment on which human life depends.

Recent polling data (see chart above) suggest that the American public may not be as isolationist as many policymakers and pundits seem to believe. Other data indicate that the underlying values of the majority public are fundamentally supportive of a more engaged and cooperative model of foreign policy in which social stewardship issues are given equal weight with military and economic interests. The RBF and its foundation partners, in consultation with key multilateral and nongovernmental organizations, are now planning a collaborative, cross-sectoral constituency-building effort which will seek to stimulate a broad dialogue between the public and key leadership elites around Americans’ basic values and preferences regarding their country’s role in an interdependent world. The initiative will then bring these values to bear on global issues, enabling critical segments of the public and the policymaking community to assess how U.S. policies and behaviors reflect or fail to reflect their values.

\* Available on-line or by calling the New York office of the Rockefeller Brothers Fund.

prognosis for transnational civil society? In particular, since civil society lacks the systems and norms of accountability that have evolved so painfully in the arena of national government, how can we avoid creating unaccountable forms of transnational governance, even as we attempt to fill the gaps in state capacity?

Since its launch in mid-1997, the Project on Governance and World Security has produced a number of papers and articles; the project is expected to result in a full-length monograph in late 1998.

## WORLD SECURITY 1997 Grants

### ASIAN CULTURAL COUNCIL

*New York, New York*

\$300,000

Toward general operating expenses in 1997 for this institution offering grants in cultural exchange between Asia and the United States.

### ASPEN INSTITUTE

*Washington, D.C.*

\$15,000

Toward the development of a collaborative initiative by the World Bank and foundations on "Building a Constituency for Global Interdependence."

### UNITED STATES INSTITUTE OF PEACE

*Washington, D.C.*

\$25,000

For a conference, "Virtual Diplomacy: The Communications Revolution and International Conflict Management," designed to assess how the new communications technologies are transforming international relations.

### CARNEGIE ENDOWMENT FOR INTERNATIONAL PEACE

*Washington, D.C.*

\$175,000

For its program of research on Governance and World Security

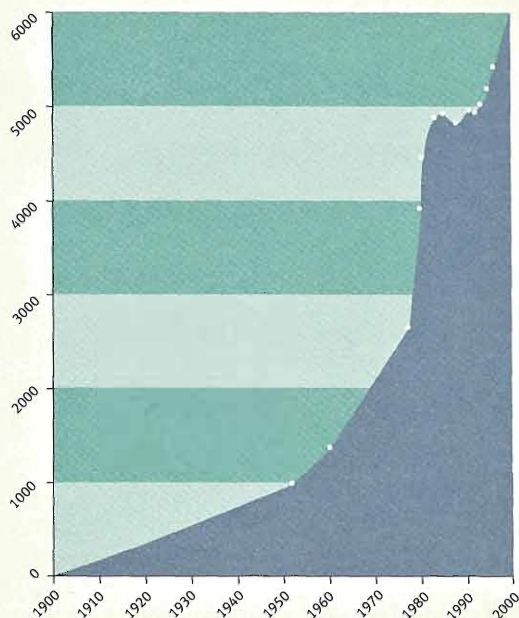
### COUNCIL ON FOREIGN RELATIONS

*New York, New York*

total \$45,000

\$20,000 toward efforts to disseminate and foster debate on the findings of the organization's Task Force on Resources for International Affairs, a group studying the impact of the decline in American foreign affairs funding.

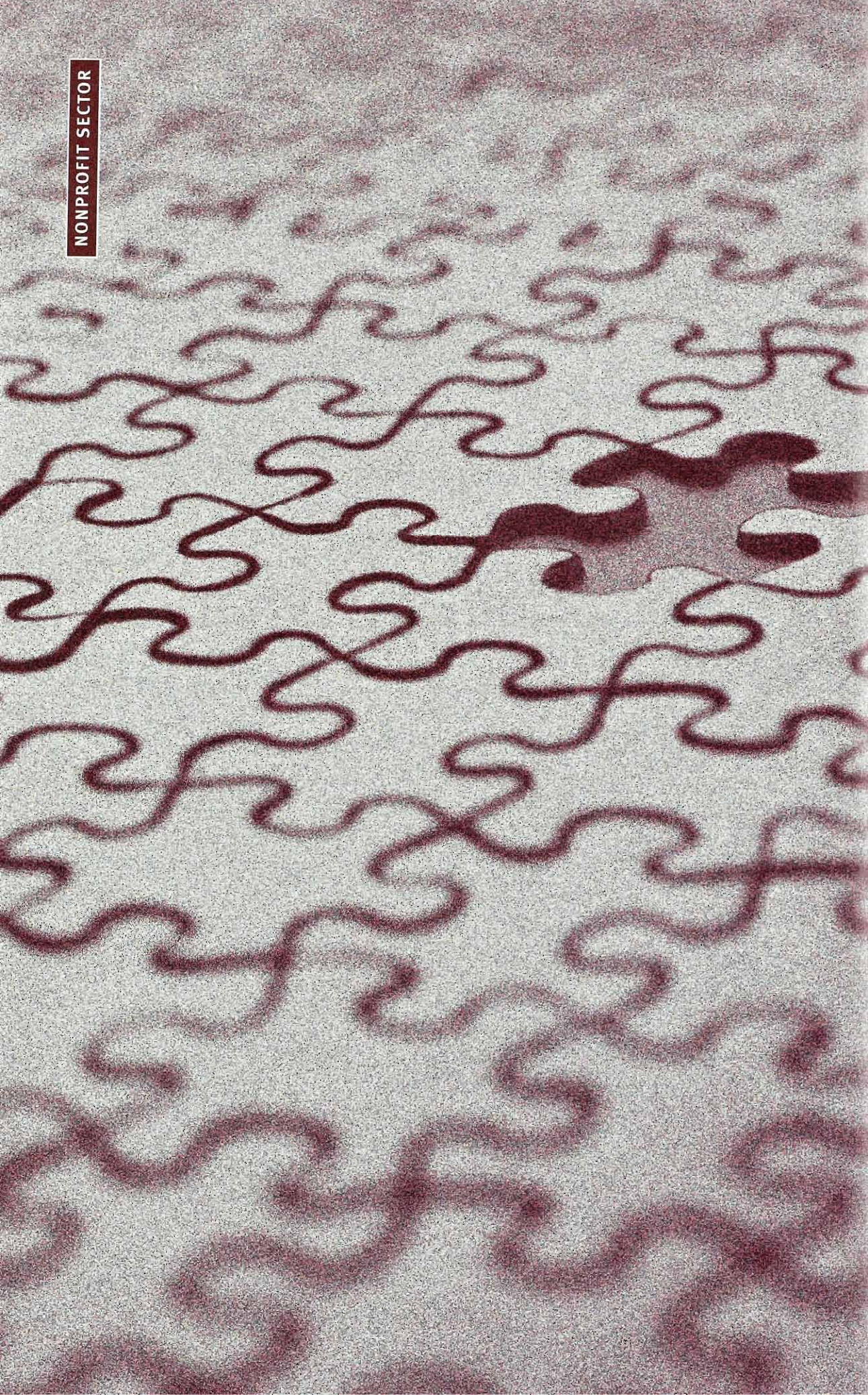
\$25,000 in start-up support for a project to develop a U.S.-Republic of Korea policy statement on the possible economic and political implications of Korean unification.



## GROWTH OF INTERNATIONAL NGOS

As this graph produced by the Project on Governance and World Security indicates, fewer than 200 international NGOs existed in the early twentieth century. After World War II, the numbers began to rise substantially, with even more rapid growth in the last two decades. In other words, formal, transnational nongovernmental organizations have been accumulating at an unprecedented and increasing rate for fifty years.

The project on governance is examining the expanding role of transnational civil society in the resolution of global problems and in the negotiation, implementation, and monitoring of international agreements. Two striking examples of international NGO activity are the decades-long human rights movement and the recent campaign that culminated in the treaty banning antipersonnel landmines.



# Nonprofit Sector



Despite a certain amount of disagreement over measurements and definitions, it is safe to say that the nonprofit sector — sometimes called the Third Sector, sometimes subsumed under the heading of civil society, sometimes equated with the NGO community — has undergone explosive growth worldwide in recent years. The causes of this expansion are many and varied:

the spreading norms of self-determination identified as a major global trend by the Fund's Project on World Security; the increasing ease of communication among individuals and interest groups, thanks to information technology (also singled out by the project as a factor that shapes modern security considerations); the transforming effects of the fall of the Soviet Union and the end of apartheid; the "limited political will" — as RBF president Colin Campbell describes it — of national governments to address social needs; the global nature of many critical environmental concerns, such as climate change and the spread of infectious diseases, which transcend the capacities of states to manage and require the participation of non-state actors.

At the same time, the expansion of the nonprofit sector has given rise to some problems and challenges. Among the challenges are those that might plague any rapidly growing sector — ensuring performance and accountability, enlarging the leadership corps. Others derive specifically from the character of the nonprofit sector and the unique role it plays — problems of structure and infrastructure, of vitality and sustainability, of public perception and public misperception.

Like the conditions that promote the formation of nonprofit organizations, the problems that affect them vary by region, by country, and by type of organization. In the developed world, a striking upsurge in the number of foundations and nonprofits, as well as in the assets they control and the influence they seem to exercise, has heightened the visibility of the Third Sector and subjected it to increased questioning, skepticism, and criticism. While the sector must grapple with certain structural issues, a central challenge for nonprofits in the developed world is outreach to raise awareness and demonstrate accountability. In other regions — Central and Eastern Europe and Asia in particular — new and re-emerging traditions of philanthropy and community-based organization are confronted by a number of internal tensions and external obstacles. Here, the primary challenges are to build organizational capacity and financial sustainability, while also addressing varying degrees of public suspicion due both to the unfamiliarity of this kind of organization and to unfortunate abuses of still poorly-defined legal frameworks for nonprofit activity.

In 1997, the Rockefeller Brothers Fund responded to these sectoral challenges through a broad range of grants to nonprofit organizations.

## TELLING THE STORY

The impulse to come together to address a shared need, provide a public service, or advance a common cause seems to be a basic human impulse. DeTocqueville famously commented on the American urge to "associate," already pervasive in the early nineteenth century, but such activity appears to have deep historical roots in almost every region of the world. Chinese philanthropies date from antiquity; charities



PARTICIPATING IN RECENT POCANTICO CONFERENCES ON THE NONPROFIT SECTOR were Pavol Demes (left), president of an RBF-funded NGO support organization, the Slovak Academic Information Agency, and a leader of the sector in Central and Eastern Europe; and Robert Payton, former president of the Exxon Education Foundation and founding director of the noted Center for Philanthropy at Indiana University, where he is now Senior Research Fellow and Professor of Philanthropic Studies.

abounded — and were sorely needed — in czarist Russia; the tribal life of pre-colonial Africa bespoke a vibrant civil society. Yet myths and misperceptions about the nonprofit sector abound; even in the United States, where the nonprofit sector is larger and more firmly established than anywhere else in the world, surveys suggest that the general public and even many policy makers, while believing philanthropy is a “good” thing, have very little understanding of what foundations and nonprofit organizations actually do and how they do it.

In 1997, RBF grantmaking sought to enhance the outreach efforts of third-sector organizations to tell their stories, clarify their roles, and highlight their achievements and potential. At the same time, the Fund sought to strengthen the support organizations that provide the information and other resources needed in order to tell the sector’s story.

A grant to the national Council on Foundations, for example, supports a three-year communications and legislative outreach initiative. The communications strategy will go beyond public education in order proactively to raise the public profile of foundations, provide timely responses on emerging issues affecting foundations, and enhance foundations’ capacity to communicate more effectively. The legislative strategy will focus on strengthening the lines of communication between the foundation community and members of Congress, the Senate and House leadership, and the staffs of pertinent Congressional committees.

Crucial to informing the public about the nonprofit sector are the media, yet most mainstream journalists are themselves ill informed about nonprofit organizations and the diverse roles they play in society. In particular, according to many leaders within the sector, relatively few journalists seem to understand how nonprofit organizations are managed and governed. The National Center for Non-profit Boards (NCNB) has been an important clearinghouse of information for the media since its founding, with RBF support, in 1988. The NCNB has now undertaken a four-year, comprehensive public information and media outreach program, and a 1997 grant from the RBF will be of significant help in launching this program. The program is aimed at increasing journalists’ awareness — and through journalists, public awareness — of the role of nonprofits and of their management and governance structures; the program also proposes to help nonprofit board members become more effective



spokespeople, supported by more effective communications resources, for their organizations and for the nonprofit sector as a whole.

A grant to Philanthropic Research, Inc. (PRI) addresses the need to ensure a high-quality, easily accessible source of accurate information about the operations and finances of the nation's public charities. PRI provides information via the World Wide Web about more than 600,000 public charities — not only data that are publicly available but also supplementary information provided by the charities. It now seeks to build a comprehensive and definitive database of nonprofit organizations. In the hope that increased availability of such information will broaden understanding of nonprofit organizations and encourage greater accountability on the part of nonprofits themselves, the Fund in 1997 made a grant toward the scaling up of PRI's operations.

In addition to these grants, the Fund continues its membership in the the New York Regional Association of Grantmakers (NYRAG) and Independent Sector. NYRAG serves more than 180 members in the tri-state region, while Independent Sector is a national leadership forum comprising more than 800 foundations, corporations with giving programs, and nonprofit organizations with national interests and impact. Membership in these organizations as well as in the Council on Foundations enables RBF to be part of a collective nonprofit "voice" within the public policy arena. Through these organizations, foundations and other nonprofits exchange information and work collaboratively on common issues and concerns.

To be sure, a lack of understanding about the nonprofit sector is not limited to the United States. On the contrary, NGO leaders in Central and Eastern Europe frequently state that the lack of public awareness and understanding is one of the most serious challenges they face. The transition from state responsibility for all social provisions to a free and independent civil society has proven difficult; appropriate legal and fiscal

## PROGRAM GUIDELINES NONPROFIT SECTOR

### GOAL

To promote the health and vitality of the nonprofit sector, both nationally and internationally, particularly in those regions of the world where the Fund is engaged in other aspects of its program.

### STRATEGIES

Assisting in the development of the financial, human, and structural resources necessary to the nonprofit sector, with special attention to promoting the growth of philanthropy.

Encouraging greater accountability within the nonprofit sector, with special attention to the role of trustees of directors of nonprofit organizations in ensuring ethical practices.

Promoting increased understanding of the nonprofit sector and of nonprofit organizations and the diverse roles they play in society, with special attention to reaching both the general public and individuals actually engaged in nonprofit endeavors, and to fostering communication and networking among nonprofit organizations, internationally as well as domestically.



**CROSS-REFERENCE:** The expanding role of civil society organizations in addressing a wide range of human and environmental problems, both local and global, means that strengthening the nonprofit sector and understanding its role (a central concern of the Fund's Nonprofit Sector program) is a theme that runs through many RBF programs, from Sustainable Resource Use to World Security, New York City to South Africa.

frameworks for nonprofits have yet to be established in many places; frequent lack of cooperation among NGOs and occasional abuses have muddied the water still further. An RBF grant to Hungary's Nonprofit Foundation helps address this issue. The grant provides production resources for *Civil Kurazsi*, the only regular television program on civil society in Central and Eastern Europe, a program that has proven successful in enhancing public perceptions of NGOs.

## THE NONPROFIT SECTOR AND THE LAW

One reason telling the nonprofit story is so challenging — and important — an imperative is that, around the world, the sector is defined by a variety of legal frameworks and has reached varied stages of development. While inevitable, this variety makes it difficult to obtain information about some aspects of the nonprofit sector. Although efforts are under way in many countries to develop appropriate legal structures for the nonprofit sector, the lack of information about different countries' laws and regulations governing nonprofits has become an obstacle to the growth of international philanthropy. To address this issue, the International Center for Not-for-Profit Law proposes to establish a worldwide databank of laws, regulations, and legal commentaries on the nonprofit sector — and to make the databank available on the World Wide Web. A 1997 grant from the RBF supports this project, which will provide models for those seeking to change current laws or draft new laws; resources for scholarly research and for lawyers advising nonprofits; and information for grantseekers and grantmakers. The databank should prove a spur both to international philanthropy and to the development of the nonprofit sector in countries around the world.

Legal issues are also the focus of a 1997 grant to establish a fellowship in nonprofit law at New York University School of Law. This grant to the National Center on Philanthropy and the Law recognizes that, despite the rapid growth of the nonprofit sector in the United States, there are relatively few attorneys nationwide with the training necessary to meet the increasingly complex legal needs of these organizations. Promoting the emergence of a strong cohort of lawyers who have specialized in nonprofit law is expected to encourage greater accountability and consistency within the domestic nonprofit sector.

## ASIA IN CRISIS: THE NONPROFIT SECTOR AT A CROSSROADS

Legal structures are certainly an issue — one of many — for NGOs in Asia, where the nonprofit sector in 1997 had clearly reached a crossroads in its development and direction. The dramatic growth of both the scale and scope of the sector during recent years, the leveling off of non-Asian funding after a quarter-century of dominance by foreign donors, the substantial increase in capacity as a result of past assistance — all these factors pointed to the need for stock-taking, especially when seen against the background of Asia's economic crisis.

As a major contributor to the development of the NGO sector in Asia since 1973, the Fund had a keen interest in this stock-taking and in helping to establish a new set of priorities for the sector. Through a grant to the Asia Foundation, the RBF joined with fifteen other foundations and corporations to sponsor an International Conference on Supporting the Nonprofit Sector in Asia, which took place in Bangkok, Thailand, on January 9-11, 1998 (see page 49). The conference produced a number of recommendations on how the nonprofit sector might respond to the current economic crisis in Asia as well as to other emerging social and economic issues. One of those recommendations was for Asian nonprofit leaders to seek out and develop relationships with socially engaged corporations. A 1997 grant from the RBF to the Conference Board seeks to encourage such engagement on the part of corporations. The grant funds the inaugural meeting of the Asia Business Initiative, a forum through which companies addressing social issues in Asia can come together, share experiences, and encourage others to follow their lead.

When the idea of an International Conference on Supporting the Nonprofit Sector in Asia was first mooted, the region was still an economic dynamo. Increased wealth and the rise of a significant middle class had helped bring about a marked expansion of the nonprofit sector, and the chief challenge facing Asian NGOs was to find sustainable indigenous support.

Then the bottom fell out of the Asian financial markets, precipitating a crisis the dimensions of which have yet to be realized. All estimates, however, call for massive unemployment in at least some countries and a widening and deepening of poverty throughout the region.

Suddenly, the nonprofit sector is challenged to do even more than it has done in the past to meet the basic social and economic needs of Asia's people. Will the organizational capacity and financial wherewithal be there? That was the real issue at hand when the conference eventually convened in Bangkok in early 1998.

After two days of presentations and discussion, the 120 conference participants articulated five essentials if the Asian nonprofit sector is to meet its new and continuing challenges. The list, while urgently and especially relevant to the Asian situation, is a good summary of the kinds of challenges that face the nonprofit sector around the world.

- **Improve the enabling environment**, the laws that regulate nonprofit operations.
- **Increase public awareness and support**, both to generate funds and protect the sector against politically motivated restrictions.



AN UNEMPLOYED MIGRANT WORKER, carrying his digging tools on his shoulder, walks down a busy street looking for work in Jakarta, Indonesia

- **Strengthen the management and fund-raising capacities of nonprofit organizations** — especially important as demands on the sector grow.
- **Increase the number of intermediaries** or NGO support organizations, which link nonprofits with funding sources, provide training and technical assistance, and gather and disseminate information.
- **Build strategic alliances and networks within and across national boundaries** to strengthen the voice of the sector and legitimate its role.



CROSS-REFERENCE: RBF president Colin Campbell addressed the last of these essentials in his closing remarks at the conference, on “Partnerships Among Diverse Interests.” Those remarks form the basis of the president’s essay in this report.

## NEW DIRECTIONS IN CAPACITY BUILDING: THE UNITED STATES

If the nonprofit sector in the United States is not faced with a challenge of the same magnitude as the crisis in Asia, it nonetheless faces a number of transitions and uncertainties. Three RBF grants in 1997 address challenges related to the growth of the sector.

One grant provides start-up funding for the Association of Small Foundations, an affinity group of the Council on Foundations. Some 40,000 U.S. foundations have assets of less than \$50 million; nearly three fourths of these have assets of less than \$1 million. Operating with few staff, if any, these foundations are often isolated from other foundations and from the philanthropic community. The Association will provide opportunities for small foundations to communicate with and learn from one another, in addition to providing an important link with the Council on Foundations.

The Fund also provided core support to Project 180, which seeks to help transform nonprofit organizations by applying new organizational strategies and identifying new funding sources that enhance their economic



ASHOKA IS A GLOBAL NONPROFIT ORGANIZATION THAT FINDS AND SUPPORTS OUTSTANDING INDIVIDUALS with ideas for far-reaching social change. Nearly 800 Ashoka Fellows — who share a strong entrepreneurial character as well as a passion for social causes — are now at work in thirty-three countries. Among the current Central European Fellows are Peter Orban (far left), who is working in Hungary to develop privately-funded alternatives to state-run, institutional care for the disabled; Ildikó Szigeti (right), who is facilitating the exchange of knowledge and ideas between Central European students and their Western counterparts though electronic mail and the internet; and Kazimierz Jaworski, who is working in rural Poland to modernize physical infrastructure, such as telephones, in a way that generates independent local organization and investment.

Ashoka  Innovators for the Public

and social value. Project 180 is assembling a portfolio of innovative practices that will widen the range of nonprofit activity and generate a broader base of stakeholders, thus creating “models of nonprofit change.”

To help ensure that the human resources are available to a growing nonprofit sector, the RBF also supported a strategic capacity initiative for ACCESS: Networking in the Public Interest, the only national resource on employment, voluntary service, and career development in the nonprofit sector. This initiative is designed not only to increase the overall organizational strength of ACCESS but also to add a strong internet component to its work.

A key source of uncertainty for the U.S. nonprofit sector lies in its changing funding patterns. As traditional boundaries dividing the sectors — public from private, government from nongovernment, nonprofit from for-profit — have become increasingly blurred, some kinds of nonprofit organizations have experienced painful disruptions in their funding streams. For the 260 agencies of Family Service America (FSA), both government funding and funding from the United Way have declined or become less reliable over the last several years, prompting the Family Foundation of North America (which provides development resources for FSA agencies) to develop a technical assistance program to help FSA member agencies broaden their financial support. An RBF grant supports this effort, which aims ultimately at enabling FSA member agencies to achieve financial independence.

### **CENTRAL AND EASTERN EUROPE: THE CHALLENGE OF SUSTAINABILITY**

In the countries of the former Soviet bloc in Central and Eastern Europe, a robust nonprofit tradition was shattered by World War II and then stymied by highly centralized, tightly controlled social and economic systems. But the tradition never entirely died. In fact, during the last decade of the Communist era, voluntary organizations, working secretly, successfully stimulated many of the important changes that led to *glasnost*, *perestroika*, and the events of 1989. Today, although the pace of maturation differs from country to country, the nonprofit sectors of Central and Eastern Europe for the most part exhibit healthy growth in both programming and institutional development. With maturation, however, come the familiar challenges of building capacity and ensuring financial self-sufficiency (especially since the sector has been heavily — and necessarily — dependent on foreign sources of training and funding, some of which are now being withdrawn); of creating an enabling legal environment; of enhancing public awareness and understanding. The RBF in 1997 supported a range of initiatives responding to these challenges.

An evaluation of training programs in the region, carried out by the London-based Charities Evaluation Services with RBF funding, sought to identify models of good practice for both indigenous and foreign providers of training. An RBF grant to Hungary's Environmental Partnership Foundation (the now-independent Hungarian country office of the Environmental Partnership for Central Europe, described in the Sustainable Resource Use section of this annual report) funds a project aimed at boosting the organizational and financial self-sufficiency of NGOs in the region. The foundation will select five small NGOs and promote their integrated organizational development through a variety of small grants.

Given the ongoing phase-out of foreign funding from this region, the issue of financial self-sufficiency is particularly pertinent at this time. A grant to the newly formed Nonprofit Enterprise and Self-Sustainability Team, located in Baltimore, supports an effort to document and promote efforts by NGOs in Central and Eastern Europe to develop self-financing strategies and to incubate income-generating projects. Similarly, a grant to the Hungarian Foundation for Self-Reliance, established in 1990 with RBF support, includes a contribution to the organization's reserve fund to support initiatives for independent financing. This foundation, which specializes in issues of poverty/ethnicity and civil society, has served as a model of responsive and responsible philanthropy and has become a leader of the sector in Hungary.

Three additional grants continue the theme of self-reliance and enhancing organizational sustainability. A grant to the Environmental Training Project Slovakia Foundation explores the adaptability to this region of the community foundation model of funding. A grant to the New York-based Foundation for a Civil Society provides operational support and helps strengthen the capacity of this proven organization as it assesses how to build on its achievements and carve out a long-term role for itself in fostering the growth of civil society in Central and Eastern Europe. A third grant goes to the Virtual Foundation project — an on-line catalog of small grantmaking opportunities in Central and Eastern Europe and the former Soviet Union that is designed to promote the growth of indigenous philanthropy — of Ecologists Linked for Organizing Grassroots Initiatives and Action, helping to keep this valuable initiative alive until adequate local support becomes available.

Because networking and information services are important tools to advance the sustainability of NGOs in Central and Eastern Europe, a grant was made to Ashoka to facilitate efforts to encourage communication and synergy among the region's Ashoka Fellows — “innovators for the public” who work to promote social entrepreneurship and venture philanthropy. The RBF also helped the Voluntary Organizations Initiative in Central and Eastern Europe/Eurasia (VOICE) operate an information clearinghouse for NGOs in the region.

In addition to direct grantmaking, the Fund was involved in other responses to the challenge of NGO sustainability in the region. Most notably, the RBF is playing a central role in designing and helping to launch the Trust for Civil Society in Central and Eastern Europe — a unique public/private partnership between USAID and a group of U.S. foundations that are willing to pool resources to provide bridge-funding for NGOs in Central and Eastern Europe as foreign funding is withdrawn. Over a period of ten years, the trust would help tide these NGOs over until indigenous philanthropy and local government grants can be mustered for their support.

## NONPROFIT SECTOR

### 1997 Grants

#### DEVELOPMENT OF RESOURCES

##### ACCESS: NETWORKING IN THE PUBLIC INTEREST

*Washington, D.C.* \$50,000 over 2 years

To strengthen organizational capacity and improve internet capabilities at this national resource center on employment, voluntary service, and career development opportunities in the nonprofit sector.

##### ASHOKA

*Washington, D.C.* \$50,000 over 2 years

To improve networking and collaboration among the Central and Eastern European contingent of Ashoka Fellows — a group of public service entrepreneurs who initiate programs of social change.

##### THE ASIA FOUNDATION

*San Francisco, California* \$20,000

Toward a conference designed to provide a systematic evaluation of local and international efforts to support the nonprofit sector in Asia.

##### ASSOCIATION OF SMALL FOUNDATIONS

*Washington, D.C.* \$75,000 over 3 years

Start-up support to establish a centralized communication and information network for small foundations.

##### CHARITIES EVALUATION SERVICES

*London, England* \$34,000

Toward an evaluation of the principal training and development programs for nonprofit leaders in Central and Eastern Europe.

##### THE CONFERENCE BOARD

*New York, New York* \$25,000

Toward the initial meeting of the Asia Business Initiative, a project to increase networking and exchange among corporate leaders in Asia involved with social issues.

##### ECOLOGISTS LINKED FOR ORGANIZING GRASSROOTS INITIATIVES AND ACTION

*Harford, Pennsylvania* \$45,000

Toward the establishment of the Virtual Foundation, a Web site providing potential donors with globally accessible information on funding opportunities in Central and Eastern Europe and the former Soviet Union.

##### ENVIRONMENTAL PARTNERSHIP FOUNDATION, HUNGARY

*Budapest, Hungary* \$40,000 over 2 years

To improve financial self-sufficiency and organizational development at five key nongovernmental organizations in Hungary, including three outside of the environmental sector.

##### ENVIRONMENTAL TRAINING PROJECT SLOVAKIA FOUNDATION

*Bratislava, Slovakia* \$26,000

For an assessment of the viability of community philanthropy in Slovakia, in an effort to enlist indigenous sources of support for the local nonprofit sector.

##### FAMILY FOUNDATION OF NORTH AMERICA

*Milwaukee, Wisconsin* \$165,000 over 3 years

To develop a technical assistance program which will enable Family Service America member agencies to broaden their funding base and achieve financial independence.

##### FOUNDATION FOR A CIVIL SOCIETY, LTD.

*New York, New York* \$50,000

To strengthen institutional development and complete a strategic planning process while improving civil society and market-oriented development in Slovakia and the Czech Republic.

##### HISPANICS IN PHILANTHROPY

*Berkeley, California* \$25,000

Toward general operating expenses and for the dissemination of findings from the conference, "Capacity Building in Hispanic Communities," to address issues of Hispanic involvement in the nonprofit sector.

##### HUNGARIAN FOUNDATION FOR SELF-RELIANCE

*Budapest, Hungary* \$200,000 over 2 years

For general support to build staff and financial sustainability in this foundation which provides grants and technical assistance to community groups in Hungary.

##### JAPANESE NGO CENTER FOR INTERNATIONAL COOPERATION

*Tokyo, Japan* \$40,000

In support of public education programs on Japanese foreign aid, government support of the NGO sector, and Japanese involvement in Mekong development plans.

##### NATIONAL CENTER ON PHILANTHROPY AND THE LAW

*New York, New York* \$190,000 over 3 years

To establish the Rockefeller Brothers Fund Fellowship in Nonprofit Law, for a recent law school graduate pursuing nonprofit law, at New York University's School of Law.

##### NEW SCHOOL UNIVERSITY

*New York, New York* \$25,000

For an eighteen-month writing, research, and public speaking project on the nonprofit sector, philanthropy, corporate social responsibility, and the acts of giving and asking.

##### NONPROFIT ENTERPRISE AND SELF-SUSTAINABILITY TEAM

*Baltimore, Maryland* \$100,000 over 2 years

Toward efforts to document and promote self-financing strategies among NGOs in Central and Eastern Europe, as a means of replacing foreign support.

##### PROJECT 180

*New York, New York* \$100,000 over 2 years

For core support of this organization which helps nonprofits draw on a broader range of fundraising and organizational practices and generate a broader base of stakeholders.

## UNION INSTITUTE

Washington, D.C. \$15,000

Toward a conference, "Nonprofits and Civic Engagement: Beyond Immediate Cause," intended to increase the nonprofit sector's involvement in the promotion of citizen engagement in civic affairs.

## VOLUNTARY ORGANIZATIONS INITIATIVE IN CENTRAL AND EASTERN EUROPE/EURASIA

Arlington, Virginia \$50,000 over 2 years

To promote the exchange of information among NGOs in Central and Eastern Europe and the Newly Independent States, and their access to resources from the West and from neighboring countries.

## PHILANTHROPIC SUPPORT ORGANIZATIONS

### COUNCIL ON FOUNDATIONS

Washington, D.C. \$34,600

General support for 1998. The council has over 1,400 private, family, corporate, foreign, community, and public grantmaking members, and works to promote the growth of responsible and effective philanthropy.

### INDEPENDENT SECTOR

Washington, D.C. \$10,250

General support for 1998, for its efforts to increase understanding by policymakers and the general public of the private nonprofit sector and the role it plays in American life.

### NEW YORK REGIONAL ASSOCIATION OF GRANTMAKERS

New York, New York \$9,000

General support for 1998. The association offers its more than 150 member organizations in the tri-state area a program of meetings and workshops on a wide range of grantmaking topics.

### ROCKEFELLER FAMILY FUND

New York, New York \$1,500

For its project, the Grants Managers Network, an affinity group of grants administrators.

## ACCOUNTABILITY

### PHILANTHROPIC RESEARCH, INC.

Williamsburg, Virginia \$300,000 over 3 years

For general operating expenses of this organization which serves as a source of comprehensive information on nonprofits.

## INCREASED UNDERSTANDING

### CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES

Washington, D.C. \$50,000

Toward the planning phase of a project on the history and role of American foundations.

### COUNCIL ON FOUNDATIONS

Washington, D.C. \$150,000 over 3 years

Toward a three-year communications and legislative initiative to improve public understanding of foundations and the value of philanthropy to American society.

### INTERNATIONAL CENTER FOR NOT-FOR-PROFIT LAW

Washington, D.C. \$50,000 over 2 years

Toward the development of a Web site database of laws, regulations, and legal commentaries on the international nonprofit sector.

### NATIONAL CENTER FOR NONPROFIT BOARDS

Washington, D.C. \$120,000 over 2 years

Toward a four-year public information and media outreach program to inform journalists and the public about the role of nonprofits, and to help board members to be effective spokespersons for the sector.

### NONPROFIT FOUNDATION

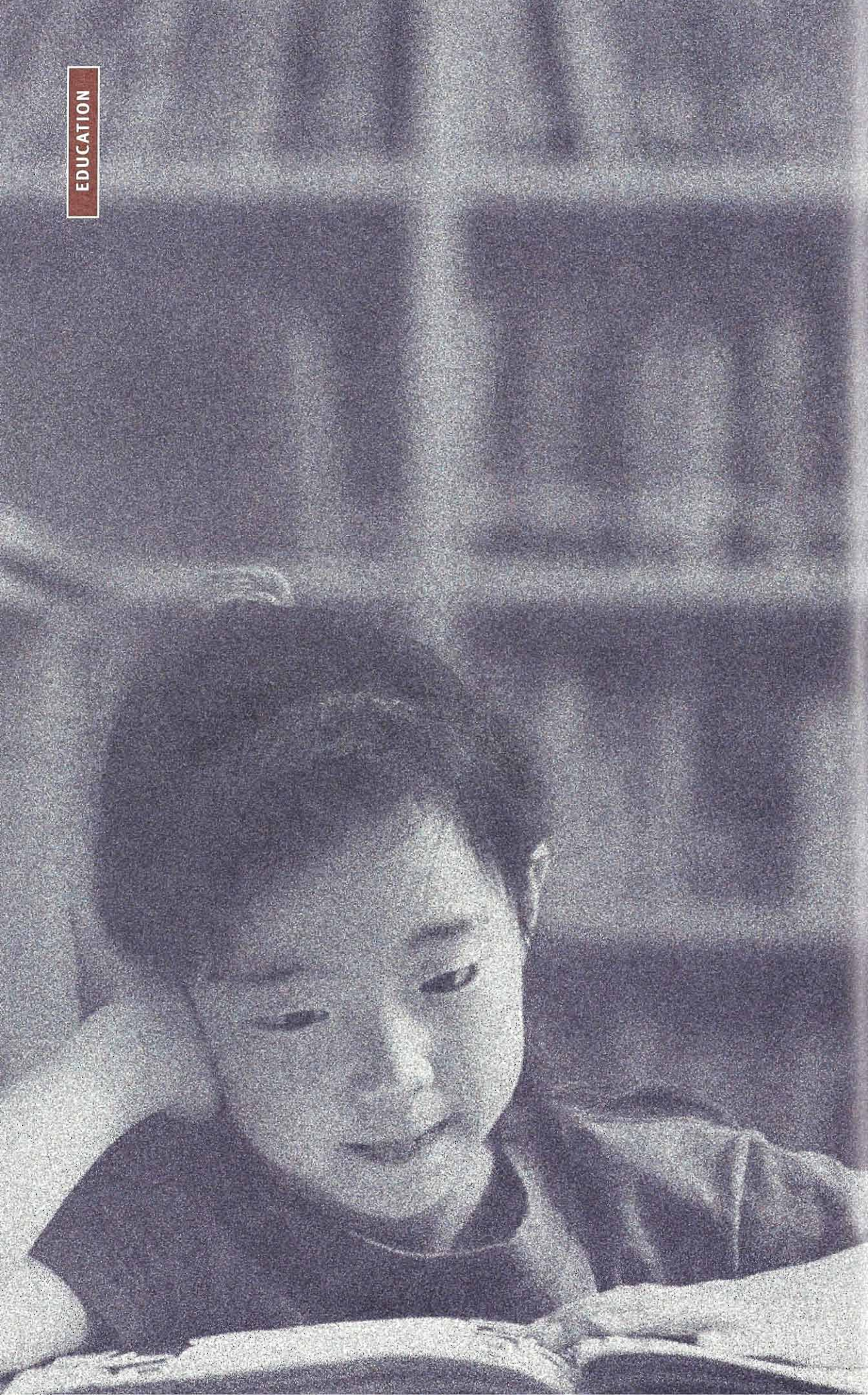
Budapest, Hungary \$62,000 over 2 years

Toward a national monthly television show, *Civil Kurazi*, designed to increase public awareness of NGOs and civil initiatives in Hungary.

### UNIVERSITY OF CHICAGO

Chicago, Illinois \$10,000

For a writing and research project to examine the history of the impact of foundations on public policy since their formation in the early twentieth century.





# Education



America's philanthropies have played a major role in successive efforts over the past fifty years to improve American elementary, secondary, and higher education. The last decade has been no exception, with foundations undertaking major initiatives around such issues as educational infrastructure, curriculum design, and school governance — initiatives which have gone far (though most would agree, not far enough) in stimulating school and classroom reform.

The Rockefeller Brothers Fund, too, has long recognized the centrality of education to its mission of advancing “the well-being of all people.” Education is not only a grantmaking program of RBF, it is also one of the four operational touchstones (described in the Overview of Programs) which guide the Fund’s approach to grantmaking. But with limited resources available for education grantmaking, the Fund has taken a very specific approach to education philanthropy. Rather than concentrating on school and classroom reform per se — areas well covered by other funders — the RBF has taken the complementary approach of enhancing the quality of education by enhancing the quality of professionals in the education field. The aim is to find, recruit, train, and retain individuals of the highest caliber as teachers and administrators. Such individuals — who motivate, stimulate, experiment, and inspire — have impact well beyond their own schools and classrooms. By strengthening their skills and enlarging their capabilities, the Fund seeks to improve the quality of education both directly and through the wider influence for innovation and excellence that such professionals exercise.

The RBF has been pursuing this goal through strategies for increasing the number of outstanding public school teachers, particularly minority teachers, and for promoting the development of the early childhood education profession. Those strategies remain in place. But 1997 also saw fresh emphasis placed on an issue of increasing urgency for education — the issue of leadership.

## **EDUCATIONAL LEADERSHIP: ‘MAKING A LIGHT SHINE IN ALL SORTS OF CORNERS’**

The image of teaching as shining a light into even the darkest of corners comes from a 1997 article by the renowned educator, Maxine Greene, Professor Emeritus of Philosophy and Education at Columbia University’s Teachers College. She describes the current era as “shadowed times” for public education, with children lost and afraid in all sorts of corners. Violence in the schools, gross educational inequalities, racial and ethnic hatreds, a marked if discontinuous diminution of public support for education — all undermine the efforts of students and diminish the possibilities for teaching and learning. Such times cry out for leadership, for people who will define a fresh vision and point to a new way forward.

In 1997, the Trustees and staff of the Rockefeller Brothers Fund determined to focus the Fund’s education grantmaking on the leadership issue — on finding and developing new educational leaders of vision and dedication, particularly from among the ranks of under-represented groups that have traditionally faced barriers to career advancement. The assumption underlying this focus is that leaders are made as much as



THE FIRST CLASS OF PARTICIPANTS IN THE SOUTHERN EDUCATION FOUNDATION'S TEACHERS AS LEADERS INITIATIVE, shown on the campus of Peabody College of Education at Vanderbilt University.

they are born. Through training and practice, through encouragement and support, the gift for leadership can be drawn forth and brought to its full potential.

### **STRENGTHENING VOICES UNHEARD IN THE PAST**

Nearly all school principals and a great number of school administrators serve first as teachers. It is from today's teacher corps, therefore, that many of tomorrow's education leaders will emerge. The quality of leadership, moreover, is not found only among the ranks of administrators, principals, or professors of education. School teachers themselves are often the most forward-thinking, enterprising agents of educational reform. Working at the front line of education, they are well suited to identify the needs of students, and well positioned to launch and implement change. Such teachers, if they eventually become principals and administrators, will bring their front-line experiences and their visions of change to their formal leadership roles.

Partly because the proportion of minority teachers lags behind that of white teachers (and lags far behind the rising proportion of minority students), minorities remain under-represented in educational leadership positions. Underlying this explanation, however, are more fundamental reasons for minority under-representation in leadership positions: the traditional barriers that block the career advancement of women and people of color — the social roadblocks, financial hurdles, and burdens of past discrimination.

In its recent grantmaking, the RBF has consistently addressed the issue of minority representation in teacher ranks. Now the Fund's Education program is stepping up its commitment to developing the educational leadership potential of outstanding minority teachers. In 1997 the Fund supported several different but complementary approaches to developing educational leaders from under-represented groups; in addition, the Fund embarked on a leadership-building extension of its Fellowship program for Minority Students Entering the Teaching Profession.

The three external programs funded in 1997 are all grounded both in the field and in higher education. All three support teachers at the start of their careers, a crucial moment in the leadership development process. At the same time, these programs — like the RBF’s own program for minority Fellows — emphasize a new *kind* of leadership development, suited to a new era of education. Where leadership once guarded its power, authority, and decision-making as prerogatives, reform efforts have produced more democratic forms of school governance. Power is now shared, authority must be earned, decision-making is a collaborative process. The programs funded and initiated by the RBF in 1997 are cognizant of these realities; they offer leadership training in which students are the focus, learning is the goal, and the hallmark of the leader is commitment.

## TEACHERS AS LEADERS

The Southern Education Foundation, a public charity that traces its origins to 1867, has for ten years offered a Summer Scholars Program aimed at both attracting African-American college students to teaching and helping prepare them for graduate study in education. Thirteen institutions are involved in the program, in which students selected from among ten of the South’s historically black colleges and universities attend a six-week summer program at one of three participating graduate schools of education — Harvard, Vanderbilt, or Columbia’s Teachers College. The RBF was a contributor to the Summer Scholars Program from 1995 to 1997, by which time the program had trained 184 Scholars, some 75 percent of whom had been graduated from college and were teaching, completing graduate education with the intention of becoming teachers, or working in educational organizations.

A new grant from the RBF in 1997 is designed to make possible an expansion of the Summer Scholars Program to prepare its alumni for classroom leadership. The Teachers as Leaders Initiative will select ten teaching alumni each year for a summer

## PROGRAM GUIDELINES EDUCATION

### GOAL

To strengthen the numbers and quality of teachers in public education in the United States through support of the identification, recruitment, training, induction, and continuing development of individuals of the highest caliber in the teaching profession. Particular emphasis is given to projects that instill teacher preparation and in-service training programs with a perspective that reflects a worldwide view, ecological awareness, an appreciation of cultural diversity, and a sense of community and to projects that increase the numbers and excellence of minority teachers entering the profession. At present, the Fund limits its support to programs that fall within the following two funding strategies.

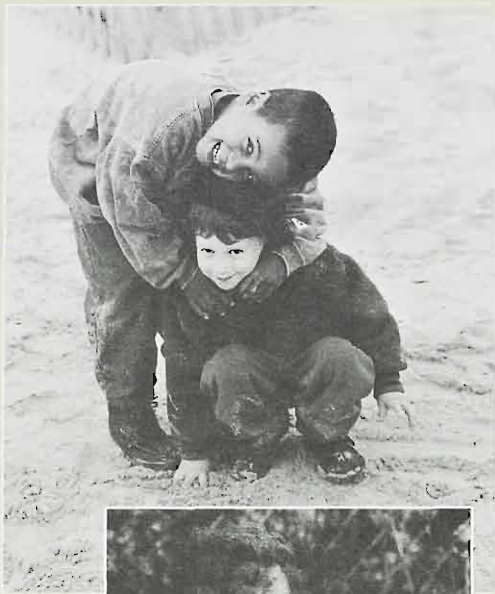
### STRATEGIES

Through Rockefeller Brothers Fund Fellowships and related programs, supporting a cohort of outstanding minority college students — Fellowship recipients from 1992 through 1997 — as they undertake graduate teacher education, teach in public schools, and assume leadership positions in the field of public education.

Promoting the development of early childhood education training programs for teachers in publicly supported child care centers, Head Start programs, and the early grades of elementary school.



Leadership development, which receives special emphasis within the Fund’s Education program, is also a focus of the Fund’s New York City program, where youth leadership development is an important strategy. “Leadership,” like education, is one of the operational touchstones (together with leverage and synergy) which are considerations in all RBF grantmaking.



The early learning experiences of children are now recognized as vital to their later academic success. With this in mind, the National Black Child Development Institute offers a variety of programs to help parents with parenting, provide positive African-American role models in early childhood care and education settings, and help African-American children reach their fullest potential.



**CROSS-REFERENCE:** Strengthening early childhood education is a central strategy of the Fund's program in South Africa, where fully 25 percent

of children fail or drop out of the first grade, many because they are not adequately prepared for formal schooling.

program at Vanderbilt's Peabody College, followed by two meetings during the course of the academic year, one at Harvard Graduate School of Education and one at Teachers College at Columbia. The Initiative will concentrate on the twin challenges of helping teachers help students achieve high academic standards, and helping teachers and administrators achieve organizational change — challenges that are particularly relevant to these Summer Scholar alumni, who, in their work situations, typically grapple with isolation, inadequate resources, and lack of access to guidance from leaders in the field.

### **INCREASING THE SUPPLY AND DIVERSITY OF PRINCIPALS IN THE NATION'S LARGEST PUBLIC SCHOOL SYSTEM**

Gone are the days when a school principal was a distant presiding presence. Gone too is the definition of a principal as solely an administrator. Even considerable administrative ability is today insufficient to make an effective principal. Today's principals need the expertise of an instructor, the skill of a facilitator, the savvy of a problem-solver, and enormous sensitivity, compassion, and commitment. In New York City, where the student population increases each year by 21,000 students, many of them immigrants, the supply of principals has trouble keeping up with the demand. As for meeting the demand for *effective* principals, that has become a task of nearly overwhelming proportions.

Since 1989, the Principals Institute of the Bank Street College of Education has combined theory and practice in an exemplary program of course work, field work, and mentoring that seeks to develop the next generation of leaders for New York City's schools. One of the program's highlights is the opportunity it affords students to work closely for a full semester with mentor principals of successful, innovative schools. Moreover, the institute aggressively recruits outstanding minority and women teachers to its program. Of the 240 teachers who have received the institute's master's degree and administrator certification, and who are today in leadership positions in the City's schools, nearly 180 are members of minority



PARTICIPANTS IN THE PRINCIPALS INSTITUTE OF THE BANK STREET COLLEGE OF EDUCATION visited schools in Louisville, Kentucky, to observe the impact of the Kentucky Educational Reform Act. Shown here are principals from the institute and the principal of Fairdale High School (center), with several students and teachers from the school.

groups, and more than 190 are women. In 1997, the RBF provided renewed funding for the Principals Institute to help strengthen and replicate the program.

### **DEVELOPING LEADERSHIP FOR EARLY CHILDHOOD EDUCATION**

The National Black Child Development Institute, founded in 1970, works through forty-four affiliates nationwide to support programs aimed at improving the quality of life for African-American children and youth. Based on research that points to the critical developmental importance of a child's early years, the Institute has begun to develop an African-American Early Childhood Resource Center to support the growth of African-American leadership within the early childhood profession. In 1997 the RBF funded a crucial initiative of the center, a mentoring program for early childhood education leadership.

The mentoring program addresses two core strategies of the Fund's Education program: leadership development for teachers, and the enhancement of the early childhood care and education field. Mentors will be selected from the institute's extensive network of early childhood professionals and matched with entry-level early childhood professionals and graduate students enrolled in early childhood courses. In identifying both the mentors and the graduate students, emphasis will be placed on recruiting from historically black colleges and universities. Graduate students will be paired with mentors who have a common academic interest; entry-level professionals will be paired with mentors within their community.

At a time when welfare reform has greatly increased the demand for children's services, African-American children often find themselves enrolled in programs that fail to value their home culture and in which they see no teachers or directors of similar background. By strengthening the diversity and leadership capabilities of early childhood educators, this mentoring program will help create a more suitable learning environment and stronger, more meaningful curricula for African-American children.



ROCKEFELLER BROTHERS FUND 1997 FELLOWS *Top row:* Jeanine Staples, Raul Gonzalez, William Thompson, Eduardo Mora, José Gonzalez, Angela Bird, Janene Jones, Todd Craig. *Middle row:* Sophia King, Claudia von Vacano, Lauren Banks, Ruby Bañuelos, Coretta Prado, Laura Cole, Isaias Cantu, Jr., Thabiti Brown, Wellesley Clayton, Jr. *Bottom row:* Maria Domenech, Valerie Mitchell, Gilberta Reyes, Sarah Elwell, Ana DeLos Santos, Erica Poon, Nora Perez, Marisela Murillo

### MAXIMIZING LEADERSHIP POTENTIAL FOR THE FUTURE OF PUBLIC EDUCATION

By 1997, the Fund's program of Fellowships for Minority Students Entering the Teaching Profession had reached its goal of 150 students recruited over six years (1997 Fellows and mentors are listed at the end of this section). The result is a cadre of outstanding men and woman at various stages of teacher development. More than sixty Fellows have been awarded graduate degrees; over forty are currently attending graduate school, and a similar number are today teaching in public school classrooms. 1997 therefore marked the end of recruiting for additional Fellows; it also marked the beginning of a fresh phase of the Fellowship program, one aimed at maximizing the leadership potential of existing Fellows.

The Program for Educational Leadership seeks to support the leadership development of teachers of color and optimize their capacity for improving American education. The program is open to Fellows who have completed three continuous years of public school teaching. The aim is to provide these teachers with continuing encouragement and assistance, both through a structured agenda and by supporting such activities as attending conferences and seminars, establishing networks and affinity groups, mentoring, and institutional exchanges.

To that end, the new initiative offers an innovative three-year program of leadership skill-building, mentoring, networking, travel, meetings, and hands-on experience, with each Fellow responsible for developing a multi-year, change-oriented project. Through workshops, discussions, peer review of projects, case studies, readings, fellowship, and reflection — in formal meetings and through informal contacts — the program seeks to instill and improve leadership skills and strategies.

In 1997, the program's first class of fifteen Fellows and six mentors was selected, and its inaugural meeting (the first annual Leadership Institute) was held at the Pocantico Conference Center. A new class of Fellows will be admitted to the program each year over the next three years as alumni Fellows become eligible. It is the Fund's hope that by helping to maximize the potential of these outstanding young people, the program will strengthen their ability to lead American public education into a more promising future.

## ROCKEFELLER BROTHERS FUND FELLOWSHIPS FOR MINORITY STUDENTS ENTERING THE TEACHING PROFESSION

The following twenty-five candidates have been selected as the 1997 recipients of the RBF Fellowships for Minority Students Entering the Teaching Profession.

### FELLOWS:

Lauren M. Banks  
*Duke University*

Ruby Bañuelos  
*Pomona College*

Angela I. Bird  
*Montana State University*

Thabiti A. Brown  
*Brown University*

Isaias Cantu, Jr.  
*University of Michigan*

Wellesley K. Clayton, Jr.  
*Howard University*

Laura Cole  
*Wellesley College*

Todd K. Craig  
*Williams College*

Ana E. De Los Santos  
*Wellesley College*

Maria I. Domenech  
*Brown University*

Sarah A. Elwell  
*Swarthmore College*

José Gonzalez  
*Pomona College*

Raul C. Gonzalez  
*Southwest Texas State University*

Janene D. Jones  
*Spelman College*

Sophia A. King  
*City University of New York, Queens College*

Valerie E. Mitchell  
*Spelman College*

Eduardo Mora  
*Pace University*

Marisela Murillo  
*Mount St. Mary's College*

Nora L. Perez  
*Southwest Texas State University*

Eric J. Poon  
*Amherst College*

Coretta D. Prado  
*Southwest Texas State University*

Gilberta K. Reyes  
*Dartmouth College*

Jeanine M. Staples  
*Howard University*

William J. Thompson  
*University of Michigan*

Claudia N. von Vacano  
*Oberlin College*

### MENTORS:

Rebecca F. Adams  
*Spelman College*

Jeffrey Allen  
*City University of New York, Queens College*

Byron Augustin  
*Southwest Texas State University*

Barbara Beatty  
*Wellesley College*

Patricia Brock  
*Pace University*

Marie Collins  
*Mount St. Mary's College*

Nelson de Jesus  
*Oberlin College*

Julie Donnelly  
*Wellesley College*

Cynthia Garcia Coll  
*Brown University*

Andrew Garrod  
*Dartmouth College*

Judy Gebre-Hiwet  
*Spelman College*

Marguerite K. Gillis  
*Southwest Texas State University*

Valarie Lawson  
*Howard University*

Thomas F. Mandeville  
*Southwest Texas State University*

Henry Meares  
*University of Michigan*

Barry O'Connell  
*Amherst College*

Silvia Pedraza  
*University of Michigan*

Patricia Prade-Olmos  
*Pomona College*

Hakim Rashid  
*Howard University*

Adolfo Rumbos  
*Pomona College*

Leann M. Stadlander  
*Montana State University*

Eva Travers  
*Swarthmore College*

Alex Willingham  
*Williams College*

Virginia Wilson  
*Duke University*

Heather S. Woodcock  
*Brown University*

## IN THEIR OWN WORDS

For the past six years, recipients of RBF Fellowships for Minority Students Entering the Teaching Profession have been required to file annual profiles (replying to questions supplied by the Fund) to report on the previous year's accomplishments. A sampling of their responses makes evident what the Fellowship program has meant to these students — and offers a glimpse of what these Fellows bring to the teaching profession.

Asked to assess “in what ways the Fellowships program has been of benefit to you in the past year,” one undergraduate simply appended a copy of his acceptance letter to the Harvard Graduate School of Education and a copy of the financial aid package awarded to him.



A student already in graduate school reported that “without RBF funds, I would not be able to afford graduate school and would probably not have attended until later in life.”

“The financial support is indispensable,” wrote a teacher in an urban school; “I wouldn't have gone to grad school right away without the push given to me by the Fellowship — probably wouldn't be teaching now.”

Another undergraduate, recipient of a full scholarship to graduate studies at Berkeley, replied that “aside from the money, ...the Fellowship has provided me with a support group and a network; in addition, the program has given me confidence ... Finally, this Fellowship has provided me a sense of security.”



The teacher who called the RBF's financial support “indispensable” also added: “The summer conference [of Fellows] is such a great community-building situation — opportunity — you no longer feel like a loner who is crazily doing this isolated effort.”

A Native American teacher in a Reservation school reflected on his greatest challenge as a teacher. It is “to motivate these kids to accomplish academic endeavors but also to appreciate and learn their native culture. Many obstacles get in the way of both.” The “kids,” all Native American, represent a “mixed group of academic abilities; most come from broken families, some are very low-income, some are unaware of their native culture, and a few enjoy school — but not many.” His being a Navajo teaching Navajo students is not an unmixed blessing, but it is vitally important:

“Very few Navajo kids have role models among Navajo people... Some students appreciate who I am, what I accomplished, and what I still need to do... A few students are ashamed and unappreciative of their native identity, so when I've talked about being proud of their identity, they've refused. So, my race has helped and hindered my experience as teacher, but I wouldn't have it any other way.”

*Above:* RBF Fellow Jennifer Cortez, class of 1992 (right), with Miriam Añeses, administrator of the Fellowship program, at a recent meeting of the Fund's board of trustees.

*At left:* RBF Fellow Delvin Dinkins, also class of 1992, with trustee Neva Goodwin and (foreground) Justin Driver, a Fellow from the class of 1996.



## EDUCATION

### 1997 Grants

#### EARLY CHILDHOOD EDUCATION

##### NATIONAL BLACK CHILD DEVELOPMENT INSTITUTE

Washington, D.C. \$100,000

For the mentoring component of a leadership program to foster the professional development of African-American early childhood professionals.

#### PROJECTS OF PARTICULAR MERIT

##### AMERICAN ACADEMY OF ARTS AND SCIENCES

Cambridge, Massachusetts \$25,000

For a special *Daedalus* issue entitled "Stability and Change in Vital American Institutions," focusing on the opportunities for systemic reform of education and other institutions.

##### BANK STREET COLLEGE OF EDUCATION

New York, New York \$200,000

Toward the college's Principals Institute, which recruits and prepares future leaders — particularly women and teachers of color — for New York City schools.

#### NATIONAL HUMANITIES CENTER

Research Triangle Park, North Carolina \$25,000

Toward the completion and dissemination of a special independent examination of the Fulbright Exchange Program to determine its future course in light of global trends and program priorities.

#### SOUTHERN EDUCATION FOUNDATION

Atlanta, Georgia \$200,000

Toward its Teachers as Leaders Initiative, which helps African-American alumni of the Summer Scholars Program who are now teaching in public schools to initiate programs for school change and improvement.

NEW YORK CITY



# New York City



Community is the great reality of life in New York City. Despite New York's size and population density, despite its quintessentially urban character, community (what E. B. White, in a classic essay on New York, called "the neighborhood pattern") still largely defines the city.

Efforts to help revitalize this city — not just its fabled attractions, but the city as a fabric of neighborhoods — must therefore focus on communities. Effective community change springs from the concerns and aspirations of community residents, and is implemented by those who have the greatest stake in it. And effective change is multidimensional, since community life, by definition, is richly multiform and interconnected. These are the bases of the community-building model of urban development fostered by the RBF and other funders. The aim is to help enhance the skills and resources of community residents, enlarging their capacity to influence the policies and participate in the processes that shape their lives.

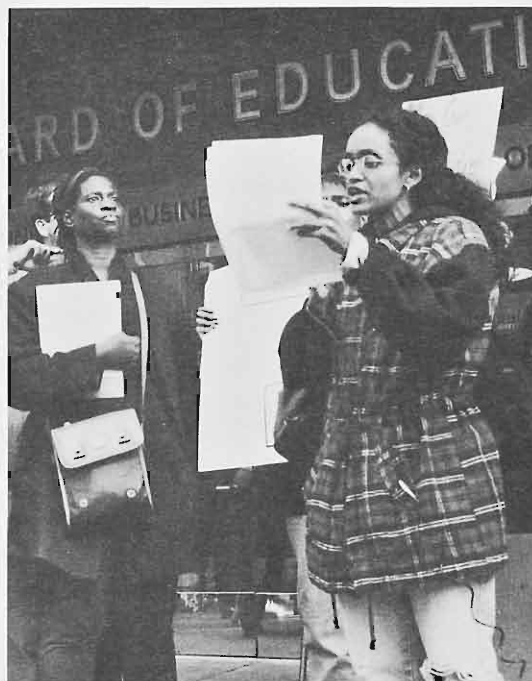
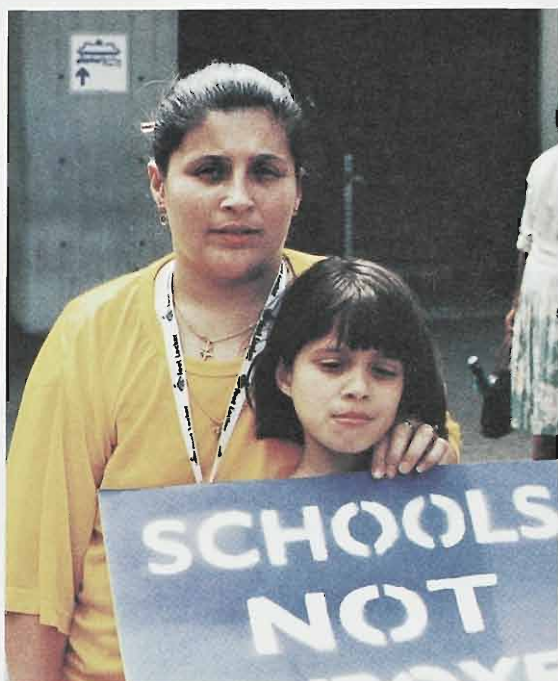
Within this framework, it is the specific goal of the Fund's New York City program to build civic engagement and capacity in the city's communities. Three strategies, targeting three interconnected aspects of community, address that goal: promoting civic responsibility for public education and youth leadership development, supporting neighborhood projects that care for the environment and for public spaces, and encouraging the creation and revitalization of community-building institutions and initiatives. Like the aspects of community these strategies address, the three strategies themselves are inextricably linked. In 1997, the Fund's New York City grants drew on all three approaches.

## **SCHOOL REFORM THROUGH PARENT INVOLVEMENT: A POSITIVE CORRELATION**

School quality rises in direct proportion to the level of parent involvement in the school. Informed, engaged parents tend to hold teachers and administrators to a higher level of accountability on critical issues affecting their children; they spur innovation and stoke the fires of reform.

In 1996, the New York State legislature mandated an overhaul of the city's school governance structure. Among other provisions, the new structure provides an official role for parents in school-based management. At the same time, the city increased its appropriation for school facilities improvement and construction. These changes opened a unique window of opportunity for community participation in setting the priorities for education reform and school improvement.

In 1997, the RBF's grantmaking focused in great measure on projects aimed at seizing this opportunity. Seven grants support constituency-building initiatives to organize parents and involve the community in education advocacy. The seven touch on a range of local school issues; they also encourage greater collaboration among teachers, school administrators, parents, community leaders, and other education stakeholders.



RECENT ACTIONS COORDINATED BY THE PARENTS ORGANIZING CONSORTIUM, WHICH WAS ESTABLISHED WITH RBF ASSISTANCE in 1995 to support and enhance the efforts of parents and community leaders working to improve New York City schools. All six of the Fund's 1997 public education constituency-building grantees belong to this consortium.

Most of the seven grantees are first-time recipients of RBF funds; their constituencies extend the scope of the RBF's efforts to promote civic responsibility for public education. These grantees work in communities where the need for school improvement is greatest, and where untapped civic resources most require the stimulus of outreach, organizing, and skills development. Many are church- or clergy-affiliated. Some are umbrella coalitions of community-based organizations. Most have arrived at the parent organizing issue through other issues (housing, adult literacy, or immigrant concerns), evidence of the interconnectedness of community-building challenges.

The Committee for Hispanic Children and Families, for example, was originally a single-issue organization addressing the systemic barriers faced by Latino children in need of foster care and adoption. In the fifteen years since its founding, the committee has grown into a multidimensional organization. With RBF support, it will implement a Parent Policy Development Program to engage Latino parents in New York City public school governance. The initial aim of the program is to mobilize a minimum of one hundred parents in each of six public schools to develop recommendations for a 'Parental Bill of Rights' and to participate in a series of leadership development workshops and skills training exercises.

The South Bronx Churches Sponsoring Committee, comprising thirty dues-paying congregations of various Christian denominations, trains local leaders as effective advocates and change agents. RBF support is earmarked for the Committee's POWER initiative — Parents Organized to Win Education Reform — and is aimed at recruiting more parents and targeting additional schools for educational improvement. Another church-affiliated grantee, the Community Action Project of Brooklyn, includes fifteen member churches representing some 75,000 congregants. The majority of these are immigrants from Haiti and other Caribbean nations; they are, understandably, unfamiliar with how the New York City school system works. The project created a parents' association which has been successful in effecting change at both the local school board level and the Board of Education. RBF support, again, will enable the parents' association to target additional schools and to recruit and train more parent leaders.

The Coney Island Parents Education Committee of the Mount Zion Baptist Church has focused on the disparity between the primarily black and Latino schools in Coney Island and the high-scoring schools in other parts of the same school district. RBF support will help the committee continue its efforts to develop the advocacy and organizing capacity of local parents. Ten local neighborhood associations are united in the Northwest Bronx Community and Clergy Coalition, which works with some 200 tenant associations on a range of local issues, including parent-led school reform. Its Education Committee, whose outreach efforts are the focus of RBF support, has recorded a number of victories, particularly in articulating strategies for dealing with classroom overcrowding.

RBF support also went to Mothers on the Move (MOM), a previous grantee of the Fund that was started in 1992 when a group of parents in an adult literacy program noticed that the lowest reading and math scores in New York City were at their children's schools in the South Bronx. An independent organization since 1994, MOM holds numerous capacity-building workshops, offers skills training, and organizes community advocacy for education reform.

All six of these organizations participate in the Parents Organizing Consortium, established in 1995 through a Fund grant to MOM, which has been instrumental in enlarging the base of parents and community leaders working for systemic change in New York's schools. A seventh organization, New York ACORN (affiliated with the Arkansas Institute of Social Justice), also participates in the consortium and received a grant from the Fund in 1997 to make possible the assignment of three trained organizers to work part-time with the Parents Organizing Consortium to amplify the voice of parents in the education debate.

All seven of these grantees also participate in the Community Involvement Program of the Institute

## PROGRAM GUIDELINES NEW YORK CITY

### GOAL

To strengthen and enhance civil society in New York City by supporting efforts to build civic engagement and capacity in communities.

### STRATEGIES

Encouraging the development of constituencies for public education, promoting civic responsibility for educational improvement, and fostering creative, responsible citizenship among youth.

Assisting neighborhood-based projects that encourage respect and care for the physical and natural environment and that develop or reclaim public space in order to enhance the security and the civic, spiritual, and community life and history of neighborhoods.

Supporting creative civic participation and inclusive public discourse, promoting accountability of institutions vested with the public trust, and forging a common sense of purpose within and among communities.



**CROSS-REFERENCE:** The New York City program's focus on building constituencies for school reform makes an obvious complement to the goals of the Fund's Education program, and to the South Africa program's focus on improving basic education for adults and children.



The Sherman Creek area and surrounding neighborhoods.



## THE SHERMAN CREEK REVITALIZATION EFFORT

Wetland clean-up at Sherman Creek (top), organized by the RBF-funded New York Restoration Project. A replica of a wooden rowboat of the type historically used on the Harlem River was recently launched at Sherman Creek — the product of a collaboration in which the New York Restoration Project worked with area schools to incorporate boat-building in the curriculum.

for Education and Social Policy at New York University, which received a grant from the Fund in 1997. The Community Involvement Program links community-based groups with research and policy analysis that supports their education advocacy efforts.

## URBAN OASES

Public spaces help hold communities together. Abandoned, blighted public spaces adversely affect neighborhood security, commerce, property values, social and political engagement. Pleasant, attractive, usable, and useful public spaces, by contrast, promote safety, encourage commerce, generate improvements in housing, and foster a sense of belonging among community residents. Becoming involved in developing public spaces and improving the physical and natural environment is itself a community- and capacity-building process that can help revitalize and stabilize a neighborhood.

In 1997, the RBF made grants to three organizations working to promote these values.

Grants to the New York Restoration Project and to the Project for Public Spaces focus on the revitalization of the Sherman Creek area, an abandoned estuary and wetland along the western bank of the

Harlem River near the northern tip of Manhattan. Despite being selected by the city government in the 1970s as a site for wetland restoration and parkland development, Sherman Creek continued to languish — and deteriorate — until the New York Restoration Project began a clean-up campaign in 1995. The Restoration Project formed a broad-based working group of organizations including local governmental agencies, community-based organizations, the local public school, Columbia University, and others. It enlisted the collaboration of relevant state agencies and of developers of surrounding land parcels. RBF support will help the project expand community engagement in the development of a comprehensive revitalization plan for the entire Sherman Creek area.

A grant to the Project for Public Spaces (PPS) promotes integration of the Sherman Creek revitalization with the surrounding community. Widely known for its innovative efforts to stimulate community “visioning” for public space planning, PPS will work with the New York Restoration Project on the creation of a three-acre Sherman Creek Park and on ensuring access to the park from the surrounding neighborhoods. PPS seeks to create a pedestrian-friendly environment that embraces major thoroughfares, nearby subway stations, a school, and the future Sherman Creek Park and to do so by encouraging the community to articulate its own vision for the park.

Throughout the city, but particularly in neighborhoods that have the least access to park space, open spaces and community gardens on city-owned lots are in peril. As city officials sell off vacant lots in the current development boom, few distinctions are being made between the cultivated and the uncultivated, the cared-for and the unused. Of the 700-plus community open spaces on city-owned land, only some 2 percent are permanently protected; another 4 percent have five- or ten-year leases; the rest have leases that can be cancelled on thirty days’ notice.

With RBF support, the Philanthropic Collaborative’s Youth, Community Gardens and the Urban Environment Coalition is bringing together “greening” organizations and funders in a two-tier strategy to address both the short-term viability and long-term sustainability of community open spaces. One tier of the strategy offers technical assistance for the preservation of local gardens; the second tier focuses on building a city-wide constituency in support of community open space preservation.

## **BUILDING COMMUNITY**

In 1997, the Fund made a number of grants in support of initiatives that have community-based neighborhood revitalization as their explicit goal. Three of the grants — to the Surdna Foundation, the Enterprise Foundation, and the Citizens Committee for New York City — support projects designed to maximize the development of partnerships and new networks focusing on community concerns.

The Surdna Foundation’s Comprehensive Community Revitalization Program is a large-scale initiative involving five community development corporations (CDCs) in the South Bronx. Because it is difficult to build a community when people’s physical safety is constantly at risk, RBF funding will enable the Community Revitalization Program to support new anti-crime activities in two neighborhoods where the local CDCs will help residents establish independent tenant associations and partner with local law enforcement.

The Enterprise Foundation’s Project Next Step seeks to help community-based organizations think creatively about neighborhood improvement — the ‘next step,’ after housing development, toward the revitalization of low-income neighborhoods. RBF funding supports Project Next Step’s efforts to develop a comprehensive, unified neighborhood plan.

The Citizens Committee for New York City has a twenty-year history of promoting vital grassroots self-help strategies, providing assistance to more than 11,000 block, tenant, neighborhood, and youth



Community gardens help make urban neighborhoods livable and can be an important aspect of neighborhood revitalization. The Youth, Community Gardens and the Urban Environment Coalition of the Philanthropic Collaborative, which has a particular interest in encouraging the involvement of schools and young people in the development of local gardens, is a partnership of individual donors, several foundations, and nine “greening” organizations: the Brooklyn Botanic Garden Brooklyn Greenbridge, the Council on the Environment of New York City, the Green Guerrillas, the Horticultural Society of New York, the New York Botanical Garden Bronx Green-Up, the New York City Parks and Recreation Department Green Thumb, the Neighborhood Open Space Coalition, the Parks Council, and the Trust for Public Land.



**CROSS-REFERENCE:** In analyzing the benefits of partnership in his president’s report, Colin Campbell speaks of “the valuable quality of enlarging the community of actors who

are working for the greater public good.” The collaborations and alliances — among funders, grantees, local institutions, and government agencies — that appear frequently in the RBF’s New York City program possess this “valuable quality” and facilitate the resolution of multidimensional urban challenges. Cross-sectoral partnerships are also increasingly evident in South Africa, where government agencies, universities, and NGOs are beginning to collaborate to deliver needed educational services.

associations. RBF support will help the Citizens Committee bring a Neighborhood Citizenship Project to central Harlem. The project seeks to enhance the community leadership development activities of the Abyssinian Development Corporation (a previous RBF grantee) through training, technical assistance, and collaborative problem-solving.

Complementing these programs is an initiative in support of community development corporations themselves. Few types of organizations exemplify the community-based approach to revitalization as clearly as the CDCs. As intermediary organizations, they help establish priorities and channel individual talents into collective action. At the same time, they serve as bridges to the city’s power structure of government agencies, policymakers, corporations, and foundations. The Neighborhood 2000 Fund received an RBF grant in 1997 for an initiative to prepare CDCs to enter the twenty-first century as strong and able institutions. Administered by the New York Community Trust, the Neighborhood 2000 Fund will serve as a reliable source of support for CDCs at a time of need and opportunity.

Finally, two 1997 grants seek to renew a sense of community in two specific neighborhoods. In Upper Manhattan, where the last thirty years have been characterized by tension between the academic institutions of Morningside Heights and the surrounding Harlem community, a grant to the Morningside Area Alliance, Inc. will support efforts to promote reconciliation and collaboration. Reconnecting elements of the community through new partnerships can help the neighborhood address its concerns more effectively.

A grant to the Latino Pastoral Action Center will enable the Center to extend its *Nuestra Gente* Program (‘Our People’) into the Highbridge section of the Bronx, where Latinos make up the majority of a population in which nearly half the residents live below the poverty line. *Nuestra Gente* is a comprehensive community-led effort that seeks to effect change across a range of neighborhood issues.



## **YOUTH LEADERSHIP DEVELOPMENT: CREATING AGENTS OF SOCIAL CHANGE**

Despite the obstacles faced by young New Yorkers, especially young poor New Yorkers, the city's youth still represents an invaluable "talent pool" for community leadership. Three 1997 grants seek to strengthen youth development opportunities that engage young people as leaders of community revitalization.

RBF support will help Common Cents expand its program of youth leadership and community-building among middle and high school students. Common Cents seeks to double its current scope — 200,000 students in 220 schools in twenty-six school districts — over the next two years, and will develop special curricula and educational materials to enhance the citizenship- and capacity-building impact of its program.

A grant for the Urban Force program of the legendary Henry Street Settlement fosters leadership skills among a hard-to-reach youth population on Manhattan's Lower East Side. The program combines classroom curricula with hands-on environmental projects to give some seventy at-risk students the experience of making a positive and visible impact on the community.

The third youth leadership initiatives supported by the RBF in 1997 is a collaboration between the Student Conservation Association and New York City's High School for Environmental Studies. The collaboration is aimed at launching the Environmental Career Service Network — a continuum of career services and local stewardship activities — at the high school, thus stimulating students to think about the environment as a career.



COMMON CENTS NEW YORK WAS FOUNDED IN 1991 AS A VOLUNTEER ORGANIZATION SEEKING TO TURN IDLE PENNIES INTO DOLLARS to help homeless people. Since then, the program has evolved into a comprehensive youth leadership and community-building program. Students who participate in penny collection have an opportunity to help make decisions about the allocation of funds, through Student Roundtables in their schools and a citywide Student Community Action Fund. So far, approximately \$800,000 has been raised and distributed in micro-grants for community action projects that are carried out by student groups and local community-based organizations.

## NEW YORK CITY 1997 Grants

### CIVIC PARTICIPATION

#### CITIZENS COMMITTEE FOR NEW YORK CITY

*New York, New York* \$50,000 over 2 years

For its Neighborhood Citizenship Project, a community-building and leadership development effort in central Harlem.

#### LATINO PASTORAL ACTION CENTER

*Bronx, New York* \$110,000 over 2 years

Toward the Nuestre Gente Program, a comprehensive community-building and housing development project in the Highbridge section of the Bronx.

#### MORNINGSIDE AREA ALLIANCE

*New York, New York* \$110,000 over 2 years

Toward the Upper Manhattan Community Building Initiative, designed to develop a new sense of community in the Morningside Heights and Harlem areas by fostering renewed partnerships among individuals, organizations, and institutions.

### SCHOOLS AND YOUNG PEOPLE

#### ARKANSAS INSTITUTE FOR SOCIAL JUSTICE

*Little Rock, Arkansas* \$35,000

Toward New York ACORN's Schools Office, which provides assistance and leadership development to parents involved with New York City public school reform.

#### COMMITTEE FOR HISPANIC CHILDREN AND FAMILIES

*New York, New York* \$110,000 over 2 years

To expand the scope of the committee's Center for Latino Family Policy, to assist Latino parents in voicing concerns about New York City public school policy issues.

#### COMMON CENTS NEW YORK

*New York, New York* \$50,000 over 2 years

To expand its programs of youth leadership development and community capacity building by including more schools in its program, and by developing special curricula and educational materials for students and teachers.

#### COMMUNITY ACTION PROJECT

*Brooklyn, New York* \$35,000

To expand efforts to engage immigrant parents in school reform and governance issues in Flatbush, Brooklyn, by training more parent leaders for community programs.

#### HENRY STREET SETTLEMENT

*New York, New York* \$50,000

To develop the leadership component of the Urban Force program, which combines classroom lessons and hands-on environmental projects to involve at-risk youth in community improvement.

### MOTHERS ON THE MOVE

*Bronx, New York* \$40,000

For continued efforts to increase parent involvement in school reform through community meetings and workshops, and to include more parents in its program.

#### MT. ZION BAPTIST CHURCH OF BENSONHURST

*Brooklyn, New York* \$30,000

Toward efforts to increase parental and community input in school governance and reform issues through public meetings and leadership seminars.

### NEW YORK UNIVERSITY

*New York, New York* \$50,000

For the Institute for Education and Social Policy's Community Involvement Program, designed to strengthen community organizations' leadership capacity and membership base, and to address school reform issues.

### NORTHWEST BRONX COMMUNITY AND CLERGY COALITION

*Bronx, New York* \$39,500

Toward the development of a broad-based parent-led school reform movement for New York City schools.

### SOUTH BRONX CHURCHES SPONSORING COMMITTEE

*Bronx, New York* \$40,000

To continue efforts to build a broad-based parent organization charged with addressing educational deficiencies in South Bronx school districts.

### STUDENT CONSERVATION ASSOCIATION

*New York, New York* \$70,000 over 2 years

For a collaborative effort with the High School for Environmental Studies to launch the Environmental Career Service Network, a resource designed to engage high school students in environmental issues, activities, and opportunities.

### UNITED STATES STUDENT ASSOCIATION FOUNDATION

*Washington, D.C.* \$15,000

Toward the publication of a book chronicling the 1947 founding and early accomplishments of the U.S. National Student Association, a non-partisan organization which played a major role in nurturing a young generation of post-war civic leaders.

### COMMUNITY LIFE

#### ENTERPRISE FOUNDATION

*Baltimore, Maryland* \$50,000

For the New York City Project Next Step's initiative in Brooklyn, designed to create a strategy for stabilizing and revitalizing low-income neighborhoods where housing and repopulation efforts have already been initiated.

**NEW YORK COMMUNITY TRUST**

*New York, New York* total \$225,000

\$200,000 over two years toward its Neighborhood 2000 Fund, which provides grants to community development corporations and seeks to increase their impact while broadening the constituency for their work.

\$25,000 in special out-of-program support for the New York City AIDS Fund and its program of grantmaking to community-based organizations working to combat AIDS.

**NEW YORK RESTORATION PROJECT**

*New York, New York* \$100,000 over 2 years

To facilitate coordination and implementation of an integrated plan for revitalization of the Sherman Creek park site along the Harlem River.

**PHILANTHROPIC COLLABORATIVE**

*New York, New York* \$30,000

To ensure the viability and sustainability of community open spaces by building a constituency for their preservation among citizens, community garden groups, and policymakers.

**PROJECT FOR PUBLIC SPACES**

*New York, New York* \$35,000

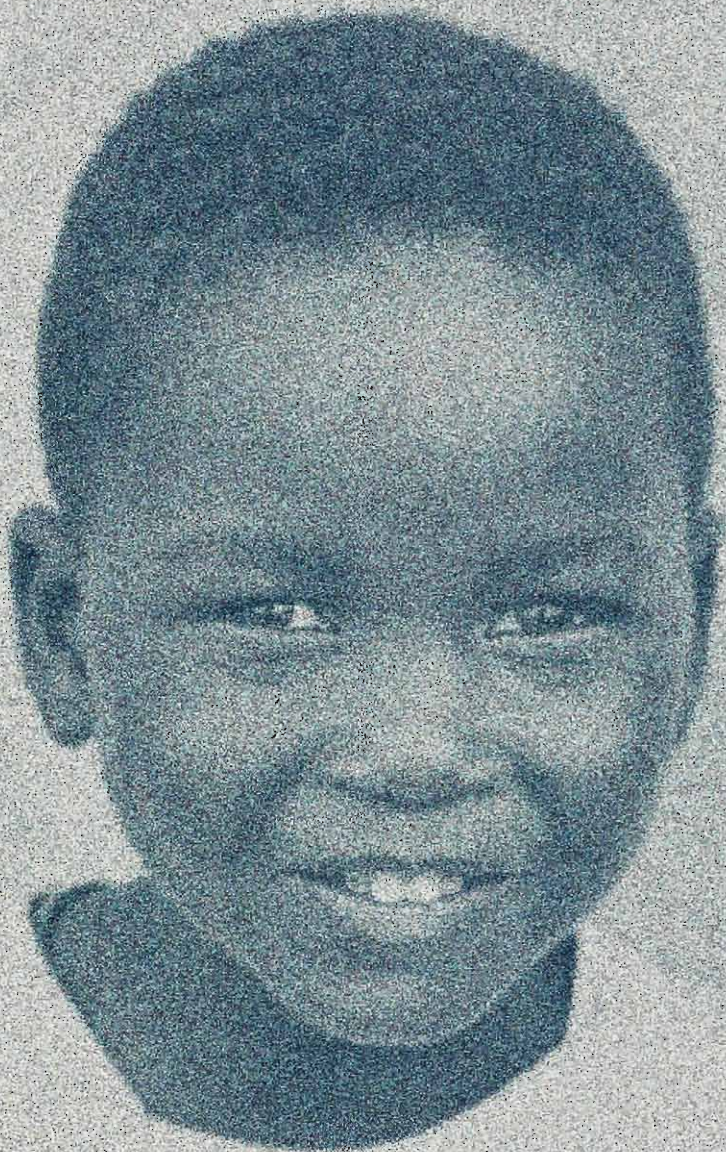
To foster open space development for the Sherman Creek park and surrounding Washington Heights and Inwood neighborhoods.

**SURDNA FOUNDATION**

*New York, New York* \$70,000 over 2 years

Toward the Comprehensive Community Revitalization Program's efforts to develop anti-crime strategies in two neighborhoods in the South Bronx.

SPECIAL CONCERNS: SOUTH AFRICA



# Special Concerns: South Africa



The Rockefeller Brothers Fund has had a program interest in South Africa since 1965. As the nation changed over that period, so did the Fund's activities. Four times in the thirty-two years between 1965 and 1997, the Fund has undertaken reviews of its South Africa program in the face of changing political contexts. In 1985, for example, program planners recommended a

focus on institution building, educational reform, leadership training, and the alternative media as a response to South Africa's state of emergency. In 1990, in the very month that Nelson Mandela was released from prison, the trustees launched another program review to address how the Fund might help prepare for post-apartheid South Africa; the result was a focus on basic education as a bottom-up approach to building a new society.

In 1997, three years after national elections, when the 'new' South Africa could point proudly to the peaceful end of apartheid, the crafting of a model constitution with a bill of rights, and the firm establishment of democracy, the time seemed right for the RBF to conduct another review of its role there. At the same time, grantmaking proceeded apace to improve basic education in this area of 'special concern' to the RBF.

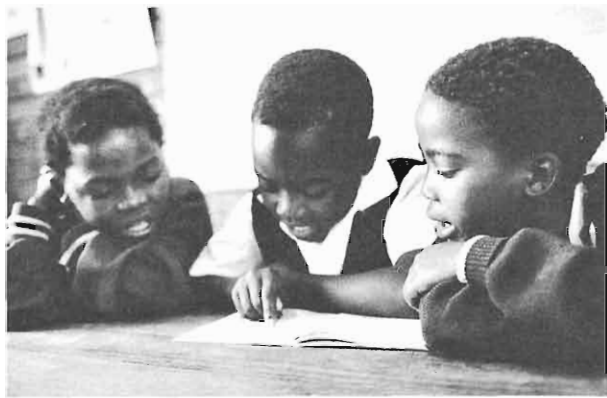
## GRANTMAKING IN SOUTH AFRICA: A PROGRAM REVIEW

To conduct its 1997 program evaluation, the Fund commissioned papers from three South African experts in areas where the RBF is active: teacher development, early childhood development, and adult basic education and training. These papers provided updates on recent developments in each field, assessed current needs, and evaluated RBF program definitions and grantmaking strategies. To complement and comment on these background papers, the Fund then commissioned an overview paper from a South African with a broad educational perspective, who was also asked to suggest future grantmaking strategies for the Fund. The program review also included consultations with more than one hundred South African education leaders.

The review confirmed that the RBF's assumptions about the importance of basic education grantmaking in South Africa still hold true. In fact, given South Africa's role as the pivotal nation on the African continent — a nation whose future course will profoundly affect the surrounding region and have important consequences for international stability — the RBF's assumptions about basic education are even more valid. Democracy will not succeed in South Africa unless it is accompanied by more widespread economic prosperity and improved living conditions for the majority of the population — the poor, black South Africans disadvantaged by apartheid. Education is critical to the achievement of these goals, in a country where only one in one hundred black South Africans entering first grade finishes high school, and 25 percent of children fail or drop out of the first grade of school.

## STAYING THE COURSE — WITH ADJUSTMENTS

Urged by its reviewers to continue basic education grantmaking in South Africa, and attentive to the specific recommendations of its area experts, the RBF has affirmed its commitment to pilot and evaluate innovative



**IMPROVING INSTRUCTION IN THE LOWER PRIMARY GRADES WILL BE ESSENTIAL** if South Africa is to achieve its educational goals. Many teachers — especially in rural and disadvantaged schools — are underqualified, and qualified teachers in certain subjects (including physical science, mathematics, and English) are in extremely short supply. Even teachers qualified in their subject areas are being severely challenged by large multi-grade and multilingual primary school classes.



models of education delivery in three areas: in-service teacher development at the lower primary school level; early childhood development; and adult basic education and training (with a diminished emphasis on the development of easy reading materials, where considerable progress has been made, and increased emphasis on building the capacities of both NGOs and local government agencies, and on developing and expanding higher-quality services).

This decision to “stay the course” while adjusting for current conditions and new opportunities was accompanied by the identification of several complementary themes which reflect the current realities of basic education delivery in South Africa.

With the end of apartheid has come a radically altered context for the NGOs that have been struggling to provide basic education to black adults and children (and indeed, for most of the NGOs that played so critical a role in the struggle for democracy). The post-election period has seen the departure of many NGO leaders into government, in some cases leaving behind a second tier of leaders who do not have experience in management. The post-election period has also seen a redirection of foreign funding from NGOs to new government departments and agencies which are now viewed as responsible for the provision of social services.

At the same time, the end of apartheid offers unprecedented opportunities (and pressure) to expand and replicate successful small-scale pilot programs pioneered by NGOs. Acting alone, many NGOs would be ill-equipped to seize these opportunities. But democracy has brought with it the possibility for cross-sectoral partnerships between new government agencies — which possess legitimacy, but often lack substantive expertise — and NGOs — which lack resources but have already developed models of service delivery and contributed to policy development. (Several such partnerships received RBF support in 1997, as described below.)

The RBF program review suggested four new strategic grantmaking themes that reflect these changed realities, and that are already influencing the Fund's grantmaking within the basic education framework:

- First, there is a need to promote and facilitate complementarity and partnerships among NGOs, between NGOs and government, and between NGOs and universities.
- Second, it will be necessary to pay new attention to project evaluation, and to build NGO expertise in research, documentation, and assessment. Under apartheid, it was sufficient simply to be part of the struggle; evaluating the impact of projects was secondary. With the new pressure to increase the scale of education-related NGO operations, evaluation and capacity building for evaluation have become priorities.
- Third, education-related NGOs will need to build financial self-sufficiency, through income-generating projects and local fundraising, as funds are increasingly directed away from NGOs and toward government, and as foreign funders gradually decrease their support.
- Fourth, capacity building for NGOs in the basic education field will need to be sustained and broadened to include capacity building for government leaders as well, in order to facilitate inter-sectoral partnerships. In addition, it will be necessary to strengthen indigenous NGOs that offer organizational development services for other NGOs.

### **TEACHER DEVELOPMENT: 'A CENTRAL PILLAR OF NATIONAL HUMAN RESOURCE STRATEGY'**

In a 1995 White Paper, South Africa's Education Ministry was straightforward in emphasizing teacher development, calling it "one of the central pillars of national human resource strategy." A teacher audit found one third of current teachers unqualified or underqualified, and noted an absolute shortfall of qualified teachers in such subjects as physical science, mathematics, English, and technical and vocational subjects. Clearly, strengthening teacher development in

## **PROGRAM GUIDELINES SOUTH AFRICA**

### **GOAL**

To improve the quality and accessibility of basic education in South Africa by supporting projects which provide a range of fundamental learning skills for children and adults.

### **STRATEGIES**

Encouraging the development of appropriate literacy, reading, and learning materials as well as curricula for early childhood and adult basic education.

Assisting innovative efforts to improve the teaching methodology and practice of lower primary school teachers.

Supporting the improved capacity and effectiveness of nonprofit organizations focused on early childhood, lower primary, and adult basic education.



**CROSS-REFERENCE:** Both teacher development and early childhood education are central focuses of the Fund's Education program.



WITH ACCESS TO FORMAL CHILDCARE AND EARLY CHILDHOOD DEVELOPMENT PROGRAMS LIMITED, providing services to young children who are being cared for by families or neighbors is an important challenge. Lack of preparation for formal schooling is undoubtedly a major factor in South Africa's high first grade failure and drop-out rates.

ence courses with strong face-to-face support and monitoring; it is seen as a promising strategy for in-service teacher training on a large scale. RBF support is to be targeted at a specific need: improved teaching in the multi-grade and large primary school classes necessitated by financial restraints on school expansion and teacher hiring.

### **A NEW EMPHASIS ON EARLY CHILDHOOD DEVELOPMENT**

The democratic government in South Africa has shown increased interest and involvement in early childhood development (ECD), although funds to implement fully some of the more ambitious government-mandated programs are not likely to be available any time soon. While the government works to create an integrated approach to ECD, conceptualizing it as a continuum from birth to nine years of age, access to ECD programs remains a key challenge.

A 1997 RBF grant to the Grassroots Educare Trust addresses the access issue directly through its Grassroots Alternative Special Program (GRASP), providing services to preschool children who are not in formal childcare centers. GRASP works in eleven rural and seven urban areas of the Western Cape, carrying out a variety of activities to reach children who are being cared for by parents, relatives, or neighbors at home. Successful models can be disseminated through Grassroots' national network, potentially to influence ECD programs in other areas. A capacity-building program within GRASP will develop the staff's research and evaluation skills.

### **APARTHEID'S BITTER LEGACY: ADULT ILLITERACY**

The estimates range from nearly eight million to more than twelve million illiterate or severely undereducated South African adults. That is why the newly elected government has made ABET — adult basic education and training — a cornerstone of its education policy.

South Africa will require systemic change and strategic interventions. Two 1997 RBF grants to university programs address this issue.

A grant to the University of Ulster in Northern Ireland will explore the instructional reasons for South Africa's exceptionally high first grade failure and drop-out rates. On the basis of this research, a pilot program will be developed to upgrade the curriculum in identified problem areas and to develop appropriate teacher training.

The one third of all teachers identified as unqualified or underqualified in the 1995 teacher audit teach primarily in rural and disadvantaged schools. A grant to the University of Fort Hare, the oldest of the historically black universities in South Africa, helps launch a collaborative effort to develop a Distance Education Project for Teacher Development. Members of the cross-sectoral collaborative include the Eastern Cape Department of Education and a number of local NGOs. Distance education combines correspon-





## THE PROVINCES OF SOUTH AFRICA

RBF grantees are currently active in many of the provinces of South Africa. Of particular note in 1997 were grants to support collaborations between NGOs and provincial governments in the Eastern Cape and Northern Cape, and between NGOs and the University of the North in the Northern Province.

The RBF's program in South Africa has long had an adult basic education and training component. The focus has traditionally been on facilitating the creation of literacy and easy reading materials and on curriculum development. Due largely to the efforts of RBF grantees, a great deal of progress has been made in the number and range of available ABET materials. This, in turn, has spurred commercial publishers, often in partnership with NGOs, to produce materials and develop in-house ABET expertise. Accordingly, the Fund has reduced its emphasis on materials and curriculum development per se. A 1997 grant to the New Readers Project at the University of Natal will fund the publication of new easy-reading African language and English books for adults, but at the same time will support the training of writers and editors to build materials development capacity in the ABET field. A grant to the ERA Initiative Trust will support the design of a study to evaluate the use and impact of easy reading materials developed since 1990.

The Fund has also concentrated on capacity building for NGO and government leaders involved with ABET. Despite the progress that has been made in materials and curriculum, capacities for program delivery and management remain quite limited. Capacity building at the provincial level of government is the focus of a grant to the Project Literacy Trust Fund (Prolit). The grant supports an innovative partnership between Prolit and the Northern Cape Education Department, in which Prolit provides capacity-



Considerable progress has been made in the development of appropriate easy reading materials and curricula for adult basic education and training, thanks in significant measure to the efforts of RBF grantees. But many NGOs and government agencies do not yet have the capacity to deliver and manage urgently needed adult literacy programs on a large scale. RBF grantmaking has begun to focus on building these capacities, while maintaining an emphasis on promoting the development of higher-quality programs and services.

building workshops for government personnel responsible for managing ABET programs in a disadvantaged rural area. Another remote rural area, the Northern Province, is the focus of an RBF grant to the University of the North. In this province there are few capacity-building opportunities for NGO leaders, many of whom have limited literacy skills. Building on a model developed by New York's New School for Social Research, the University of the North will create a Development Facilitation Training Institute to offer management and leadership training to local NGO leaders.

Because a gap often exists between classroom literacy and the literacy needs of everyday life, the University of Cape Town has undertaken an initiative to expand ABET access beyond the formal classroom context. A 1997 RBF grant will facilitate the design of a model program called SOUL — the Social Uses Of Literacy — to be piloted in housing projects where residents are building their own homes. The program will use the home-building process as subject matter for instruction in reading and writing, and as an entry point to literacy.



**CROSS-REFERENCE:** Capacity building for maturing NGOs is a major concern of the RBF's Nonprofit Sector program, especially in Central and Eastern Europe. It is not surprising

that the same concern is a focus of the Fund's grantmaking in South Africa, which is also a region in transition and one in which the role of civil society is both vital and changing.

## SPECIAL CONCERNS: SOUTH AFRICA

### 1997 Grants

#### BASIC EDUCATION

##### CENTRE FOR EARLY CHILDHOOD DEVELOPMENT

*Cape Town, South Africa* \$70,000 over 2 years

To foster programs in management training and administration for managers and directors in the early childhood education field in South Africa.

##### ERA INITIATIVE TRUST

*Johannesburg, South Africa* \$40,000

Toward an evaluation of the use and effectiveness of easy reading materials for adults in South Africa.

##### GRASSROOTS EDUCARE TRUST

*Cape Town, South Africa* \$80,000 over 2 years

For the Grassroots Alternative Special Program, designed to provide early childhood development programs to children not in center-based care.

##### PROJECT LITERACY TRUST FUND

*Pretoria, South Africa* \$31,000 over 2 years

To provide management training for Department of Education officials responsible for adult basic education in the Northern Cape region.

##### UNIVERSITY OF CAPE TOWN

*Cape Town, South Africa* \$47,000 over 2 years

To develop a model program to promote literacy among adults in contexts other than formal classes, such as development projects.

##### UNIVERSITY OF CAPE TOWN FUND

*New York, New York* \$25,000

For an institutional development fund, to support promising student, teacher, and policy development projects.

##### UNIVERSITY OF FORT HARE

*Alice, South Africa* \$100,000 over 2 years

For the Distance Education Project for Teacher Development, a project to improve teacher training and upgrade teacher skills in the Eastern Cape of South Africa.

##### UNIVERSITY OF NATAL

*Durban, South Africa* \$150,000 over 3 years

Renewed support to build the capacity and staff of its New Readers Project, which develops easy reading materials for basic readers in several African languages.

##### UNIVERSITY OF THE NORTH

*Turfloop, South Africa* \$92,000 over 2 years

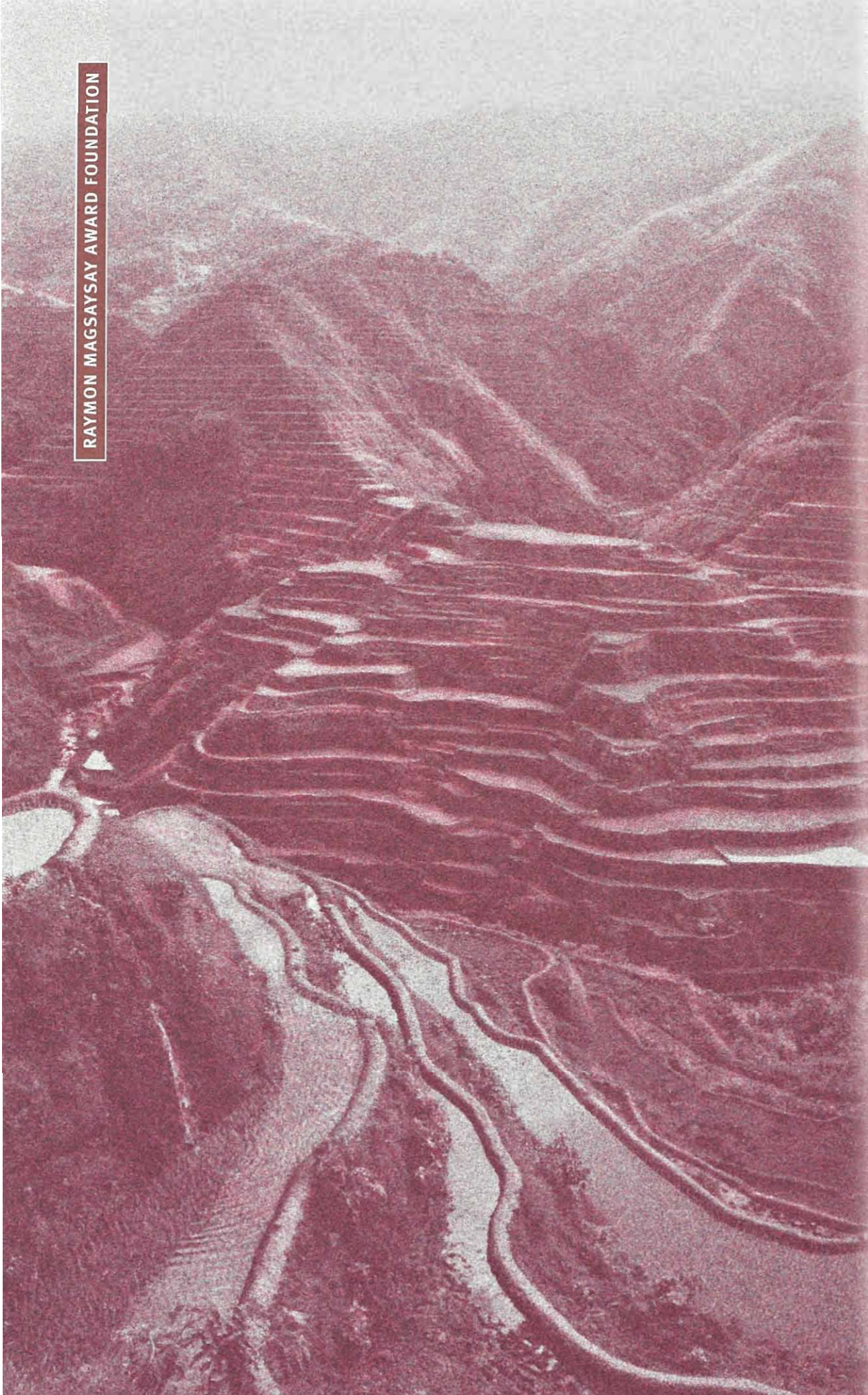
To develop management training programs for NGO leaders in the Northern Province of South Africa.

##### UNIVERSITY OF ULSTER

*Coleraine, Northern Ireland* \$95,000 over 3 years

To evaluate the current first grade curriculum in South Africa and to develop, implement, and monitor a revised course of study.

RAYMON MAGSAYSAY AWARD FOUNDATION



# Ramon Magsaysay Award Foundation



The trustees of the Fund established the Ramon Magsaysay Awards in the late 1950s to honor individuals and organizations in Asia whose civic contributions and leadership “exemplify the greatness of spirit, integrity, and devotion to freedom of Ramon Magsaysay,” former president of the Philippines who died in an airplane crash. Often regarded as the Nobel Prizes of Asia, these awards are presented in five categories: government service, public service, community leadership, international understanding, and journalism, literature, and creative communication arts. Up to five awards of \$50,000 each are given annually by the board of trustees of the Ramon Magsaysay Award Foundation, which is headquartered in Manila and receives its principal support from the RBF.

In 1997, the Ramon Magsaysay Award Foundation selected the following awardees:

- **GOVERNMENT SERVICE**

Mr. Anand Panyarachun, Thailand, *former Prime Minister, diplomat, corporate leader*

For “sustaining the momentum for reform and democracy in Thailand in a time of crisis and military rule.”

- **PUBLIC SERVICE**

Mr. Mahesh Chander Mehta, India, *environmental activist, lawyer*

For “claiming for India’s present and future citizens their constitutional right to a clean and healthy environment.”

- **COMMUNITY LEADERSHIP**

Sister Eva Fidel Maamo, SPC, Philippines, *neurosurgeon*

For her “compelling example in bringing humane assistance and the healing arts to the poorest Filipinos.”

- **JOURNALISM, LITERATURE, AND CREATIVE COMMUNICATION ARTS**

Ms. Mahasweta Devi, India, *novelist, translator*

For her “compassionate crusade through arts and activism to claim for tribal peoples a just and honorable place in India’s national life.”

- **INTERNATIONAL UNDERSTANDING**

Ms. Sadako Ogata, Japan, *United Nations High Commissioner for Refugees, diplomat, scholar*

For “invoking the moral authority of the United Nations High Commissioner for Refugees to insist that behind the right of every refugee to asylum lies the greater right of every person to remain at home in peace.”

## **PROGRAM FOR ASIAN PROJECTS**

In 1987 the Fund created a Program for Asian Projects to support initiatives in Asia that embody the spirit of the Ramon Magsaysay Awards and reflect the concerns of the RBF. Designed to help Magsaysay Awardees extend their work and to help the Magsaysay Award Foundation draw attention to the ideals it seeks to advance through the awards program, the program is administered, in conjunction with the Ramon Magsaysay Award Foundation, by an Asian board of advisors. Approval of grants (listed at the end of this section) rests with the Fund's board of trustees.

Since 1987, the annual meeting of the Program for Asian Projects — at which grant proposals are selected for recommendation to the RBF's board — has also been the occasion for a gathering of past and present Ramon Magsaysay Awardees to discuss Issues and Trends for Asian Development. Typically these meetings, held in different parts of Asia, include host-country government officials, academics, and NGO representatives, and incorporate field trips and opportunities to meet with local leaders. They are designed to give Magsaysay laureates an opportunity to meet informally to discuss common concerns, and to generate a sense of fellowship among Awardees. The theme of the 1997 meeting, in Nagarkot, Nepal, was "Forging Partnerships for Eco-Friendly Development" (a theme which echoes that of the President's essay in this annual report).

The group at Nargarkot was well equipped to address this topic. In attendance were Magsaysay laureates with interests in community development, environmental justice, mountain-area development, agriculture, and women's issues. In their discussions, Awardees placed strong emphasis on the importance of environmentally sensitive micro-enterprise as a means to preserve critical resources, and called specifically for full participation by women in the management of forest resources, of which women are the primary users in most rural Asian societies. The need for better environmental laws (and for better enforcement of existing legislation) was also emphasized, as was the need to lower population growth rates through social development, especially for women.

**RAMON MAGSAYSAY AWARD FOUNDATION**  
**1997 Grants**

**RAMON MAGSAYSAY AWARD FOUNDATION**  
*Manila, Philippines* \$150,000  
 Toward the stipend for the 1997 Ramon Magsaysay Awards, which recognize individuals or organizations in government, public service, community leadership, international understanding, and journalism and communication arts working in Asia on behalf of Asians.

**PROGRAM FOR ASIAN PROJECTS**

**RAMON MAGSAYSAY AWARD FOUNDATION**  
*Manila, Philippines* total \$20,000  
 \$15,000 toward its “Asian Issues and Trends for Development” project.  
 \$5,000 toward the publication of *The Magsaysay Awardee*.

**ARIYARATNE, A.T.**  
*Moratuwa, Sri Lanka* \$10,000  
 Toward the establishment of an archive, peace library, and exhibition center at the Vishva Niketan Peace Center.

**BHATT, CHANDI P.**  
*Uttar Pradesh, India* \$10,000  
 For ecological development of the Upper Alaknadna Watershed.

**BHATT, ELA R.**  
*Ahmedabad, India* \$10,000  
 Toward the publication of a periodical for young girls focusing on labor and feminist issues.

**CHANAWONGSE, KRASAE**  
*Bangkok, Thailand* \$9,000  
 Toward publication of a handbook for members of the Aging Society of Muang Phon.

**HIRAMATSU, MORIHIKU**  
*Oita City, Japan* \$10,000  
 Toward a project promoting collaboration among leaders of regional revitalization projects.

**IWAMURA, NOBORU**  
*Toichigi Prefecture, Japan* \$10,000  
 For staff training in rural development management at Cambodian nongovernmental organizations.

**SAMAR, SIMA**  
*Quetta, Pakistan* \$11,000  
 To develop educational opportunities for girls in Hazarajat, Afghanistan.

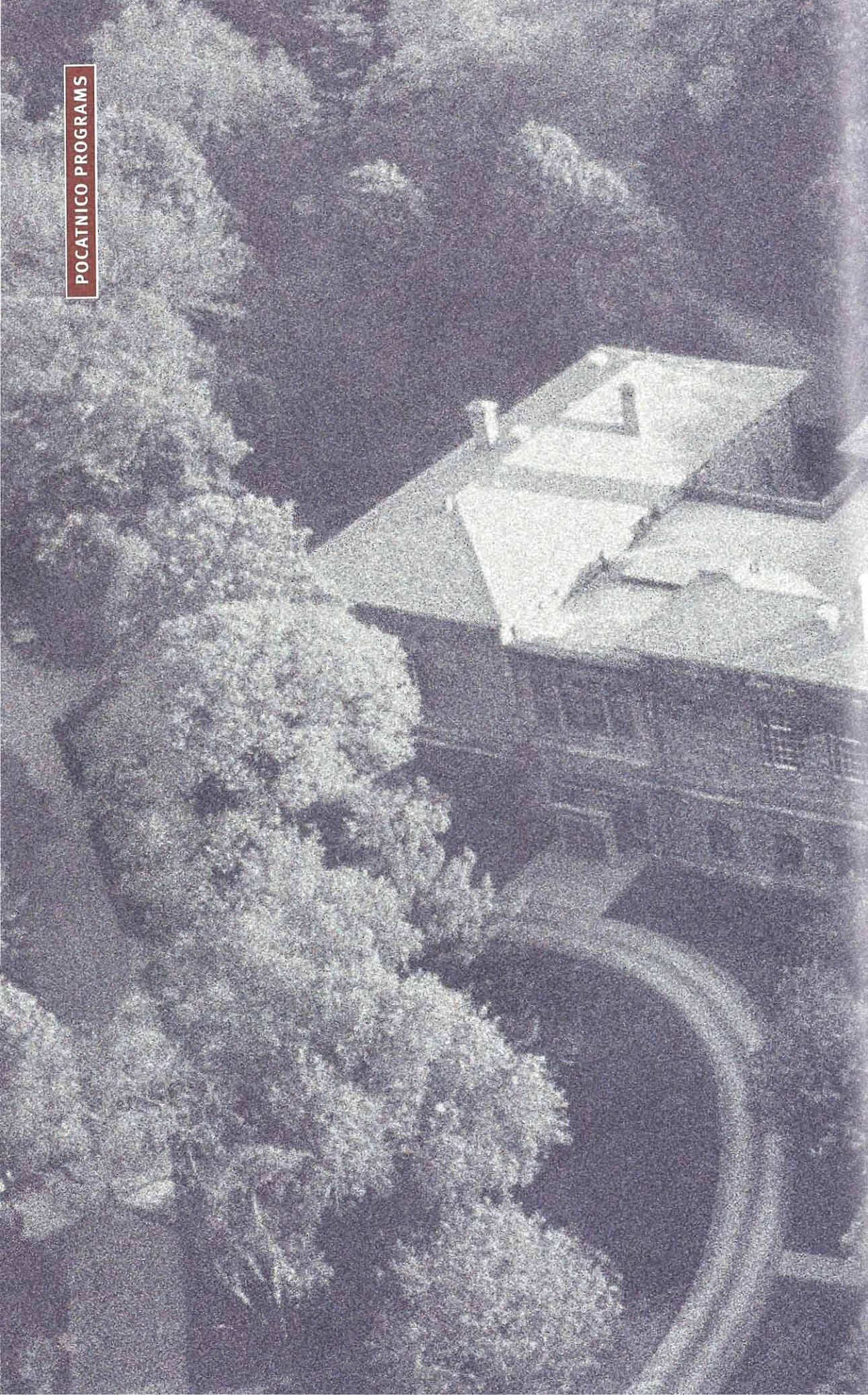
**SWAMINATHAN, M.S.**  
*Madras, India* \$10,000  
 For a project to encourage on-farm conservation practices among tribal families.

**TOER, PRAMOEDYA ANANTA**  
*Jakarta, Indonesia* \$10,000  
 For publication of the book *Chronicle of Indonesian Revolution (1945-1949)*.

**VALYASEVI, AREE**  
*Prathum-Thanee, Thailand* \$10,000  
 For a project to develop a model health care system for Thailand.

**VERGHESE, B.G.**  
*New Delhi, India* \$10,000  
 For a project to promote better understanding of ethnicity, development, and governance issues in Northeast India.

POCATNICO PROGRAMS





# Pocantico Programs



Located twenty miles north of Manhattan in the Pocantico Historic Area — the heart of the Rockefeller Family estate in New York’s Westchester County — the Pocantico Conference Center of the Rockefeller Brothers Fund is situated on eighty-six acres of woodlands overlooking the Hudson River. The Historic Area, leased by the Fund from the National Trust for Historic Preservation in 1991, includes the estate’s original Coach Barn (which has been converted into a fully equipped meeting facility) and Kykuit, the home of John D. Rockefeller, as well as the surrounding formal gardens and sculpture collections. The setting is quiet, gracious, and relatively secluded, ideal for small working groups and highly conducive to reflection and focused discussion.

## POCANTICO CONFERENCES

From its inception in 1994, through 1997, the Pocantico Conference Center has accommodated 132 meetings. Meetings held at the Conference Center fall into two categories: Pocantico Conferences, which are usually designed and sponsored by the Fund or its grantees, and meetings that are hosted at Pocantico for other nonprofit organizations whose missions are compatible with the Fund’s. The content and format of meetings vary widely, but two common threads run through them: Each meeting has had a direct relationship to a specific program interest of the Fund; and each has complemented the Fund’s grantmaking activities.

The wide array of topics addressed in the meetings held at the Conference Center both reflect and enlarge the scope of the Fund’s activities, providing valuable opportunities to engage critical issues by means other than grantmaking. During 1997, midway through the RBF’s Project in World Security, the Pocantico Conference Center hosted a substantial number of meetings related to peace and security. In keeping with the broad view of security emerging from the discussions and research undertaken by the Project in World Security and the RBF-funded project on Governance and World Security at the Carnegie Endowment for International Peace, meeting topics ranged from conflict resolution (addressed at a meeting held under the auspices of the Carter Center and the International Negotiations Network), to the AIDS epidemic (addressed at an HIV-1 Vaccine Think Tank sponsored by the American Foundation for AIDS Research, the Aaron Diamond Research Center, and Rockefeller University). Other security-related meetings included a gathering of the Core Advisory Group of the Project on World Security; the International Peace Academy Seminar on Peacemaking and Peacekeeping, sponsored by the Fund and the Government of Norway; and a Seminar on World Security conducted by Vaclav Havel, President of the Czech Republic, under the auspices of the Fund.

The Fund’s interest in fostering sustainable resource use was demonstrated in 1997 by an RBF-sponsored meeting on fisheries management reform, organized to discuss the new conservation provisions in the re-authorized Magnuson Act, which provides for the regulation of U.S. fisheries on a national and regional level. Reflecting a more local focus, the RBF and the Nature Conservancy convened a meeting to discuss the future of the Hudson River estuary, a remarkable and vital resource shared by New York and New Jersey. Both of these meetings, like others at Pocantico, brought together a wide variety of funders as well



PARTICIPATING IN A RECENT POCANTICO CONFERENCE were Kofi Annan, Secretary-General of the United Nations, and Mary Robinson, United Nations High Commissioner for Human Rights (upper left); James D. Wolfensohn, President of the World Bank (lower left); and Sadako Ogata, United Nations High Commissioner for Refugees (lower right).

as representatives from the public and private sectors. The presence of several funders at such meetings is notable, and indeed, collaborative funding will be a critical component in the success of initiatives like fisheries management reform and the preservation and restoration of the Hudson River estuary.

This year marked the first time that recipients of RBF Fellowships for Minority Students Entering the Teaching Profession have met at Pocantico, for the launch of an RBF Program for Educational Leadership which is designed to provide leadership development activities for fellows who have completed three continuous years of public school classroom teaching. Early childhood education, another focus of the Fund's Education program, was the subject of a meeting of the Children's Defense Fund, which explored the impact of welfare reform on diverse communities as well as strategies for ensuring that welfare changes do not further weaken an already fragile early child care and education system.

As in past years, the Pocantico Conference Center's proximity to New York City provided an opportunity to help strengthen local institutions and organizations engaged in issues of concern to the fund. This year the United Nations was again the focus of several meetings whose topics included UN reform and international security issues; a UN retreat was held at Pocantico to discuss challenges facing the United Nations system in the context of a changing international environment. The RBF's longstanding interest in New York City was demonstrated in a Fund-sponsored meeting of grantmakers currently planning or implementing community-building projects in New York.

### **OTHER POCANTICO PROGRAMS**

In leasing the Pocantico Historic Area from the National Trust for Historic Preservation, the RBF assumed the responsibility of maintaining the property and collections as well as providing public access to the property. To provide opportunities for the public to visit the historic area, the Fund has contracted for the provision of tours by Historic Hudson Valley, a not-for-profit which owns and interprets five sites in the

Hudson River Valley. Tours are conducted between May 1 and the end of October. In 1997, approximately 53,360 visitors toured Kykuit and its galleries and gardens as well as the carriage and automobile collections.

The RBF, in addition to maintaining the historic structures in its care, also oversees the conservation of works in the collections and, through its curator, conducts research on the history of the buildings, landscapes, and art located in the historic area. This year's conservation and research activities included the cleaning and repainting of Alexander Calder's sculpture *Large Spiny*, a survey of the original



ALEXANDER CALDER'S SCULPTURE *Large Spiny*, in the Kykuit gardens

lighting fixtures on the buildings and in the gardens, and the inventorying and relocating to curatorial storage of the large collection of original replacement glass for those fixtures.

For the benefit of visitors and conference attendees, an exhibit of photographs of Westchester County gardens taken by the noted photographer Mattie Edwards Hewitt in the 1920s and 1930s is on display. The exhibit was loaned by the New York State Historical Association and augmented by additional photographs of the Kykuit gardens, also taken by Mrs. Hewitt, from the Rockefeller Archive Center.

## POCANTICO PROGRAMS

### GOALS

To extend the reach of the RBF's grantmaking programs through conferences and meetings that address central concerns of the Fund;

To provide public access to the Pocantico Historic Area, the heart of the Rockefeller family estate in Westchester County, New York, through a program of public visitation;

To act as steward of the Pocantico Historic Area by carrying out maintenance, restoration, and conservation projects on behalf of the National Trust for Historic Preservation, from which the Fund leased the Pocantico Historic Area in 1991.

### POCANTICO CONFERENCE CENTER

The mission of the Pocantico Conference Center of the Rockefeller Brothers Fund is to provide a setting where nonprofit organizations and public sector institutions can bring together people of diverse backgrounds and perspectives to engage critical issues related to the Rockefeller Brothers Fund philanthropic program, leading to new levels of understanding and creative resolution of problems.

Programs for conferences are designed by RBF staff, grantees, and/or outside groups whose objectives are consistent with those of the Fund. Programs are selected based on five criteria:

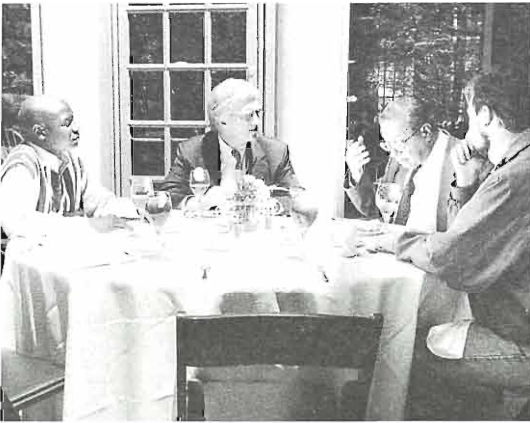
- the direct and strong relationship of the conference to the RBF's program objectives;
- the diversity of perspectives, range of opinions, and breadth of experience that will be represented;
- the involvement of skilled, experienced conference leaders, organizers, or facilitators;
- the clarity of conference objectives, of the agenda that will accomplish those objectives, and, as appropriate, of the steps to be taken following the conference;
- the demonstrated added value of having the Pocantico Conference Center as the site of the meeting.

## 1997 Pocantico Conferences

### CONFERENCE ON RACE

January 16–17

This meeting, co-sponsored by the Rockefeller Foundation and the RBF, was part of the Rockefeller Foundation's year-long series of conversations on race in the United States. National leaders and local practitioners from a range of disciplines — including community development, public policy, media, and the arts — met to discuss issues of race, and particularly the concerns and perspectives of white Americans in the current discourse about race in America.



### DIALOGUE ON REFORMING THE UNITED NATIONS

January 25

This RBF-sponsored seminar was a follow-up to the work Yale University has done with the Independent Working Group on the Future of the United Nations. Key UN ambassadors met to discuss the issue of UN reform in the area of economic and social development, and the future role of the UN in this field.

### PARK HISTORIC STRUCTURES AND CULTURAL LANDSCAPES PROGRAM: BUSINESS PLAN DEVELOPMENT WORKSHOP

January 27–30

Sponsored by the National Parks Service, this workshop for historical and landscape architects and park managers was designed to develop a shared vision and an outline of tasks and objectives for the preservation of park historic structures and cultural landscapes. This vision will involve creative approaches to research, planning, and stewardship and the development of a fiscally responsive business plan — incorporating innovative partnerships — to be implemented through the new organizational structure of the National Park Service.

### EARTH CHARTER CONSULTATION

January 30–February 2

Co-sponsored by the RBF and the Earth Charter Consultation, this conference was held as part of a consultation process initiated and overseen by the

Earth Charter Management committee and the Earth Council in Costa Rica. In addition to considering how best to construct a report on the Earth Charter Consultation, the primary objective of the conference was to prepare general recommendations on, and a “pre-draft” of, the Earth Charter for the Earth Charter Commission and Rio + 5 Forum.

### FISHERIES MANAGEMENT REFORM

February 24–25

As part of its interest in marine resource management issues, the Fund hosted a meeting to discuss the new conservation provisions contained in the reauthorized Magnuson Act (which provides for the regulation of U.S. fisheries on a national and regional level). Participants represented a variety of regional fishery councils, conservation NGOs, fishery management agencies, and foundations concerned with fishery management reform. The group discussed strategies for coordinating advocacy efforts over the next two years, during which time regional councils will be revising their fish management plans to reflect the Act's strengthened provisions on bycatch, habitat, and over-fishing.

### INTERNATIONAL NEGOTIATIONS NETWORK MEETING

April 12–14

Former President and Mrs. Carter attended this annual meeting of the International Negotiations Network (INN) of the Conflict Resolution Program of the Carter Center, in order to discuss the future role of the network. Key topics of discussion at the RBF-sponsored meeting included President Carter's guiding principles and issues of concern as the Carter Center and INN move into the new century. Also discussed were the likely state of world conflict in the years to come and how the INN might function most effectively in this environment.

### NEW YORK CITY BUILDING COMMUNITY INITIATIVE

April 15

In keeping with the Fund's interest in forging a sense of common purpose within New York City communities, the Fund and the New York Community Trust hosted a conference for a small group of funders currently planning or implementing community-building projects in New York. The goal was to provide an opportunity for funders to engage in more structured conversation about issues they are facing, including the challenge of instituting bottom-up community planning and participation; broadening the agendas of organizations involved in such initiatives; and developing local leadership among community residents. The group also explored the possibility of establishing a regular forum for such discussions.



**HIV-1 VACCINE THINK TANK** April 18–19

The American Foundation for AIDS Research (AmFAR), in association with the Aaron Diamond AIDS Research Center and the Rockefeller University, sponsored a meeting of leading experts in immunology, virology and primatology, from government, academia, and industry, to discuss the scientific uncertainties that presently hinder the rational development of an HIV-1 vaccine that would reduce or eliminate the inexorable spread of HIV-1.

**PROJECT ON WORLD SECURITY** April 24–25

An RBF-sponsored meeting of the Core Advisory Group for the Fund's Project on World Security. This group of outstanding academics and practitioners has met regularly to discuss the project's progress and conclusions and to consider papers and expert presentations commissioned by the project.

**SYNERGOS INSTITUTE FOUNDATION WORKSHOP** May 8–9

A candid dialogue among senior foundation officers on how to strengthen working relationships between emerging foundation-like organizations in the South and in eastern Europe, and their counterparts in the North. The primary purpose of this workshop, co-sponsored by the RBF and Synergos, was to encourage sharing and learning from experiences, in order ultimately to improve foundations' capacity to promote sustainable development through the strengthening of civil society resource organizations.

**VACLAV HAVEL SEMINAR ON WORLD SECURITY** May 14

Vaclav Havel, President of the Czech Republic, led a discussion of global security issues and new definitions of security at this RBF-sponsored seminar, which was attended by noted security experts from the academic, policymaking, and NGO communities.

**NEW YORK/NEW JERSEY HARBOR ESTUARY CONFERENCE** May 19–21

In keeping with its interests in sustainable resource use and in encouraging civic engagement on environmental matters in and around New York City, the RBF joined the Conservation Fund in sponsoring a conference on the environmental and civic impacts of the health of New York and New Jersey's shared estuaries. The meeting gathered participants from the private sector, environmental groups, and foundations to discuss threats to and promising developments surrounding these shared natural resources. Participants also investigated the estuaries' importance for the region's economic, environmental, and social equity goals in the next century.

**ASSOCIATION FOR RESEARCH ON NONPROFIT ORGANIZATIONS AND VOLUNTEERS** June 6–8

The board of directors of this RBF-supported association gathered at a retreat to assess ARNOVA's recent growth and development and to lay the groundwork for the next three to five years.

**INTERNATIONAL PEACE ACADEMY SEMINAR ON PEACEMAKING AND PEACEKEEPING** June 15–21

This was the second IPA Seminar on Peacemaking and Peacekeeping at Pocantico. Key policymakers and practitioners, particularly from the broad UN community in New York, met to advance international understanding of critical issues relating to peacemaking, peacekeeping, and preventive action and the development of effective strategies for the management and resolution of conflicts between and within states. Sponsored by the RBF and the Government of Norway.

**EFFECTIVE ROLE MODELS: EXERTING AN IMPACT ON THE NEXT GENERATION OF WOMEN IN THE U.S. AND JAPAN** July 12–14

This two-way exchange is part of a larger program, U.S.-Japan Women's Leadership Network, designed to encourage the sharing of experiences through hands-on leadership, organization building, and networking activities among Japanese professional women and their American counterparts. The focus of the discussion at Pocantico, which was sponsored by the Japan Society, was the common agenda of women leaders in each country. Experiences discussed by participants at the conference will be published in Japanese as a handbook for distribution to emerging women leaders and role models in Japan.



**WELFARE REFORM & CHILD CARE: IMPACT ON DIVERSE COMMUNITIES** July 18–20

In keeping with the Fund's interest in promoting the development of early childhood education training programs for teachers in publicly supported child care centers and Head Start programs, this conference brought together a diverse range of individuals who work in child care and early education to focus on the impact of changes in welfare on child care in their communities; strategies for ensuring that welfare changes do not further weaken an already fragile early care and education system; and opportunities to create an ongoing dialogue on these issues. Participants represented communities concerned with child care for low-income children. The conference, hosted by the Children's Defense Fund with support from the RBF, provided follow-up to the June 1996 Pocantico Conference on welfare reform co-hosted by the RBF and Bank Street College of Education.

**THE ROLE OF THE UNIVERSITY IN CIVIL SOCIETY IN EASTERN EUROPE** July 23–24

A small RBF-sponsored gathering at which university leaders and scholars, foundation officials, and nonprofit practitioners came together to discuss the role of the university in civil society in Central and Eastern Europe, particularly the gap that exists, worldwide and notably in Eastern Europe, between the intellectual capital and resources of universities and the ferment and promise of the NGO sector. Participants assessed the need for a regional initiative to strengthen university and nonprofit sector linkages in Eastern Europe, explored the possibilities of basing such an initiative

at regional academic centers, and considered the most effective process for establishing such an initiative.

**RESOURCES FOR HUMANITARIAN ASSISTANCE** September 10–12

This meeting was part of New York University's Center for International Cooperation project on the structure and financing of international humanitarian assistance, which includes intergovernmental as well as private humanitarian assistance agencies. Major service providers and other experts in the field, representing a wide range of perspectives and experience, came together for serious reflection, intense discussion, and creative problem solving around a set of very specific issues, with the goal of developing ideas and strategies that will improve the efficiency and effectiveness of humanitarian action.

**COLLABORATIVE FOR THE ADVANCEMENT OF SOCIAL AND EMOTIONAL LEARNING** September 14–16

CASEL is the leading organization expressly committed to identifying best practices and improving delivery of school-based social-competence education and services to enhance the social, emotional, and physical health of young people. CASEL is comprised of a network of scientists, educators, policymakers, and concerned citizens who recognize the need to address effectively the social, health, and academic problems faced by today's youth. This was a strategic planning retreat of CASEL's Leadership Team to design a three-year work plan.

**NEXT GENERATION RETREAT**      **September 26–28**

During three days of intensive sessions at this Council on Foundations-sponsored meeting, the next generation of philanthropists (new and future trustees) explored issues of power, family dynamics, and philanthropy in a way that was designed to inspire them and build the skills and techniques critical to increasing both personal and philanthropic impact. The curriculum was structured as a series of learning experiences that would ultimately increase the ability of family members to operate effectively as board members.

**INTERNATIONAL HUMAN RIGHTS COUNCIL MEETING**      **October 21–23**

The Carter Center meets annually with its International Human Rights Council to review accomplishments and challenges. The 1997 meeting, which was co-sponsored by the Carter Center and the RBF, came on the heels of a major restructuring of the Carter Center and focused in part on the question of ensuring a prominent role for human rights activities at the center. The meeting produced action plans for specific council initiatives as well as for efforts to bring a human rights component into development, health, and democracy-building projects of the center.

**UNITED NATIONS ADMINISTRATIVE COMMITTEE COORDINATIONS RETREAT**      **October 31–November 1**

At the invitation of UN Secretary-General Kofi Annan and under the joint sponsorship of the United Nations and the RBF, UN Executive Heads and Administrative Committee Coordinations members met in to explore and discuss the major issues and challenges affecting the United Nations system in the context of change in the international environment, and to ask what is ahead for the UN system.

**LEADERSHIP INSTITUTE**      **November 7–9**

This Fund-sponsored conference was part of the Education program's efforts to support recipients of RBF Fellowships as they undertake graduate teacher education, teach in public schools, and assume leadership positions in the field of public education. It was the first institute for RBF Fellows who have completed three continuous years of public school classroom teaching, and for those Fellows who have taken positions in other areas of education who are judged to be eligible. Mentors, who were matched with Fellows by the end of the conference, also attended. Working individually with their mentors and with the group, Fellows began to explore ideas and possible plans for proposals for multi-year, change-oriented projects to be headed by one or more Fellows and to be funded by the RBF.

**INTERNAL CONVERSATION ON RACE AND ETHNICITY**      **November 24–25**

The Internal Conversation on Race and Ethnicity (ICORE), a group of Rockefeller Foundation staff members, met to discuss ways in which they might work to enhance sensitivity to, and appreciation of, race, ethnicity, and difference within the Foundation workplace. At this Rockefeller Foundation-sponsored retreat, members of the group participated in several facilitated exercises intended to isolate the nature of the challenges, suggest strategies to address those challenges, and explore approaches to eliciting broad peer engagement and participation in the ICORE initiative.

**INTERNATIONAL CAPITAL MARKETS AND THE FUTURE OF ECONOMIC POLICY**      **December 5–7**

The Center for Economic Policy Analysis of the New School for Social Research, in close collaboration with the Ford Foundation, convened a meeting of distinguished international scholars and policy makers to investigate the threat that the changing nature of international capital markets may pose for sustainable development throughout the world. This meeting constituted the first phase of a Ford Foundation project on international capital markets and the future of economic policy.

**NINTH U.S.-CHINA DIALOGUE**      **December 12–14**

The Council on Foreign Relations, in partnership with the National Committee on U.S.-China Relations holds an annual dialogue with the Chinese People's Institute of Foreign Affairs. The purpose of this non-official effort is to help rebuild what has become an increasingly troubled relationship by identifying problems and pointing the way to bridging the gaps. The RBF joined the council and the committee in sponsoring this ninth dialogue.

ASIAN CULTURAL COUNCIL





# Asian Cultural Council

The Asian Cultural Council (ACC), a publicly supported operating foundation affiliated with the RBF, supports cultural exchange in the visual and performing arts between the United States and the countries of Asia. The primary focus of the ACC's unique grant program is on individual fellowship awards to artists, scholars, and specialists from Asia undertaking research, study, and creative work in the United States. Grants are also made to Americans pursuing similar activities in Asia, to cultural institutions in the U.S. and Asia involved in exchange projects, and to activities which encourage regional dialogue and cooperation among artists and scholars in Asia. Grants from the ACC include both financial support and individually tailored programmatic assistance that enables grantees to fully realize their particular goals and objectives.

The ACC's grant program is made possible through the financial support of a wide variety of endowment donors and annual contributors, including American and Asian foundations, corporations, individuals, and government agencies. Most of the Council's grants are made through a series of named programs that have been established with funds restricted for specific purposes. These include the ACC Residency Program in Asia, the Asian Art and Religion Fellowship Program, the China On-Site Seminar Program in Art History, the Ford Foundation Fellowship Program, the Hong Kong Arts Program, the Humanities Fellowship Program, the Japan-United States Arts Program, the Ock Rang Cultural Foundation Korea Fellowship Program, the Starr Foundation Fellowship Program, and the Taiwan Fellowship Program. In addition, a number of grants are awarded each year with unrestricted funds, primarily to support artists and specialists from East and Southeast Asia pursuing research, training, and creative exploration in the United States. During 1997, the ACC allocated a total of \$2,708,168 for grants and grant-related expenses to support 155 fellowships and project awards. Individuals from Cambodia, China, Hong Kong, India, Indonesia, Japan, Korea, Malaysia, the Philippines, Taiwan, Thailand, the United States, and Vietnam received grants during the year.

Grants in 1997 included several pertaining to special projects initiated by the ACC in response to new challenges facing artists and cultural institutions in the Asia-Pacific region. The Triangle Arts Program, initially formulated as a pilot concept by the council in 1994, was carried forward in 1997 in association with the New England Foundation for the Arts and the Saison Foundation in Tokyo. This program brought together a group of dance professionals from Indonesia, Japan, and the United States representing the fields of choreography, criticism and documentation, and management and production. The participants engaged in a three-month cross-cultural laboratory, moving from the U.S. to Indonesia to Japan, through which they explored creativity and examined the support systems that constitute healthy arts communities. In another important project, the ACC collaborated with the Japan Foundation in convening a meeting of Japanese and American museum directors, held in Tokyo in April 1997. The group discussed the importance of enhanced bilateral cooperation in the museum field and laid the groundwork for a new Japan-U.S. Museum Professionals Exchange Program that will encourage closer



ORCHESTRAL CONDUCTING STUDENT CO BOI NGUYEN, FROM HANOI, at her recital at the Mannes School of Music in New York City.

partnership and understanding between the Japanese and American museum communities. Additional special projects in 1997 included the launch of a cultural management survey and workshop program in Indonesia in collaboration with the Ford Foundation, and the ACC's ongoing Cambodian Artists Mentorship Program at the University of Fine Arts in Phnom Penh, supported by the Rockefeller Foundation.

An extremely important step toward ensuring the Council's long-term growth and financial stability was taken in 1997 when the ACC received an extraordinarily generous endowment gift of \$10 million from an anonymous donor. This important gift, the largest ever made to the ACC, provides the institutional security so crucial for future financial and programmatic planning. Other important fundraising activities in 1997 included the ACC's first benefit event in Taiwan. Renowned violinist Lin Cho Liang was special guest of honor at a recital and dinner which successfully raised funds for the Sino-American Asian Cultural Foundation, the ACC's partner in the new Taiwan Fellowship Program.

The ACC's grant program was established in 1963 by John D. Rockefeller 3rd as part of the JDR 3rd Fund. 1998 therefore marks the program's thirty-fifth anniversary. In recognition of this milestone, the ACC will convene a special conference at the Cultural Center of the Philippines in Manila in October 1998. The conference will bring the ACC's trustees and staff together with a group of approximately fifty grantees from throughout East and Southeast Asia to review and evaluate the program's history and to help determine priorities that will enable the Council to continue an effective and successful grant program into the twenty-first century.

*Copies of the ACC annual report may be obtained from the Asian Cultural Council at 437 Madison Avenue, 37th Floor, New York, New York 10022.*

**ROCKEFELLER BROTHERS FUND**  
**Grants Paid in 1997**



# Summary of Grants Paid

## One World: Sustainable Resource Use

GRANTEE	GRANT DESCRIPTION	TOTAL APPROPRIATION	PAID IN PREVIOUS YEARS	PAYMENT IN 1997	UNPAID BALANCE
<b>GLOBAL</b>					
CENTER FOR INTERNATIONAL ENVIRONMENTAL LAW Washington, D.C.	Promotion of eco-labeling	75,000		75,000	
CONSULTATIVE GROUP ON BIOLOGICAL DIVERSITY San Francisco, California	General support and for a report on salmon aquaculture	46,000		26,000	20,000
E&CO. Bloomfield, New Jersey	Developing a trading mechanism for greenhouse gas emissions	30,000		30,000	
EARTHLIFE CANADA FOUNDATION Vancouver, Canada	Public education campaign on coastal conservation in British Columbia	120,000		45,000	75,000
ECOTRUST CANADA Vancouver, Canada	Assisting native tribes with land management planning	75,000		75,000	
ENVIRONMENTAL DEFENSE FUND New York, New York	Global strategy on climate change	150,000*	75,000	75,000	
	Project on the global aquaculture industry	100,000*	50,000	50,000	
	Informational booklet on climate change	5,000		5,000	
FOUNDATION FOR INTERNATIONAL ENVIRONMENTAL LAW AND DEVELOPMENT London, England	General support	50,000*		50,000	
GREENPEACE ENVIRONMENTAL TRUST London, England	The Solar Century project	30,000			30,000
INTERNATIONAL INSTITUTE FOR ENERGY CONSERVATION, INC. Washington, D.C.	Sustainable transport program in China, and a program on global trade and energy efficiency	100,000*	50,000	50,000	
MARINE CONSERVATION BIOLOGY INSTITUTE Redmond, Washington	Developing the field of marine conservation biology	100,000		50,000	50,000
NATIONAL WILDLIFE FEDERATION Washington, D.C.	Global Forest Policy Project	35,000		35,000	
NATURAL RESOURCES DEFENSE COUNCIL, INC. Washington, D.C.	Sustainable forestry public education campaign	50,000		50,000	
	Forests for Tomorrow initiative	75,000			75,000
PACIFIC ENVIRONMENT AND RESOURCES CENTER Sausalito, California	Project on salmon fisheries in the Russian Far East	100,000		100,000	
	Public education campaign on fisheries and salmon habitat protection in the Russian Far East	50,000		50,000	
REDEFINING PROGRESS San Francisco, California	Study on sustainable electricity futures in Europe	30,000		30,000	

\* Appropriations made prior to 1997

GRANTEE	GRANT DESCRIPTION	TOTAL APPROPRIATION	PAID IN PREVIOUS YEARS	PAYMENT IN 1997	UNPAID BALANCE
SOLAR ELECTRIC LIGHT FUND Washington, D.C.	Developing model solar electrification projects in Vietnam	150,000*	50,000	50,000	50,000
TIDES CENTER San Francisco, California	Biodiversity Action Network	80,000		40,000	40,000
VALHALLA WILDERNESS SOCIETY New Denver, British Columbia	Coastal conservation project in British Columbia	50,000			50,000
WORLDWATCH INSTITUTE Washington, D.C.	Strategic plan for 1997-2000	100,000		100,000	

## UNITED STATES

ALASKA MARINE CONSERVATION COUNCIL Anchorage, Alaska	Fishery management reform	50,000		50,000	
AMERICAN OCEANS CAMPAIGN Washington, D.C.	Fishery Advocacy Coordination Project	25,000		25,000	
CENTER FOR MARINE CONSERVATION Washington, D.C.	Fishery management advocacy projects	150,000		150,000	
CHAORDIC ALLIANCE, THE Pescadero, California	Fishery management project with the Northwest Atlantic Marine Alliance	15,000		15,000	
CONSERVATION LAW FOUNDATION Boston, Massachusetts	Transportation reform in New England	75,000*		75,000	
	Fishery management project in New England	53,800		53,800	
ENVIRONMENTAL ADVANTAGE New York, New York	Forest Products Buyers Group	35,000		35,000	
FOREST PRODUCTS BUYERS GROUP, INC. Beaverton, Oregon	Sustainable forestry project	150,000		141,000	9,000
INSTITUTE FOR AGRICULTURE AND TRADE POLICY Minneapolis, Minnesota	Land certification in the Great Lakes region	50,000		50,000	
LAND AND WATER FUND OF THE ROCKIES Boulder, Colorado	Models for energy efficiency and renewable energy use	75,000*	37,500	37,500	
NATIONAL ENVIRONMENTAL TRUST (ENVIRONMENTAL INFORMATION CENTER) Washington, D.C.	Constituency-building efforts for climate protection	200,000		200,000	
	Constituency-building efforts for climate protection	150,000*		150,000	
NEW ENGLAND AQUARIUM CORPORATION Boston, Massachusetts	New England Fishing Communities Organizing project	20,000		20,000	
NEW ENGLAND ENVIRONMENTAL POLICY CENTER North Ferrisburgh, Vermont	Forest Stewardship Council	150,000			150,000
NEW ENGLAND NATURAL RESOURCES CENTER North Ferrisburgh, Vermont	Developing regional standards for forest certification	200,000		200,000	
OZONE ACTION Washington, D.C.	Climate-related efforts	25,000*	22,500	2,500	
PEOPLE FOR PUGET SOUND Seattle, Washington	Pacific Marine Conservation Council	54,500		54,500	
PUBLIC INTEREST PROJECTS New York, New York	Liberty Tree Alliance project	30,000		30,000	

GRANTEE	GRANT DESCRIPTION	TOTAL APPROPRIATION	PAID IN PREVIOUS YEARS	PAYMENT IN 1997	UNPAID BALANCE
REDEFINING PROGRESS San Francisco, California	Climate economics project	75,000*		75,000	
TIDES CENTER San Francisco, California	Environmental Media Services project	150,000*		75,000	75,000
	U.S. Climate Action Network	50,000*		50,000	
TRI-STATE TRANSPORTATION CAMPAIGN New York, New York	Citizen involvement in transportation policy-making	100,000*	50,000	50,000	
UNION OF CONCERNED SCIENTISTS Cambridge, Massachusetts	Increasing scientists' visibility on environmental issues, including climate change	60,000*		60,000	
WESTERN ANCIENT FORESTS CAMPAIGN Washington, D.C.	Educating environmental activists on sustainable forestry	50,000		50,000	
WILDERNESS SOCIETY Washington, D.C.	Public education campaign on sustainable forestry	150,000		80,000	70,000
	Public education campaign on sustainable forestry	50,000		50,000	
	Public education and media project on sustainable forestry	20,000		20,000	
<b>CENTRAL AND EASTERN EUROPE</b>					
AIR AND WASTE MANAGEMENT ASSOCIATION Pittsburgh, Pennsylvania	Central European Linkage Program: Green Neighborhood Projects	40,000			40,000
AMERICAN TRUST FOR AGRICULTURE IN POLAND McLean, Virginia	Foundation for the Development of Polish Agriculture	200,000*	10,000	160,000	30,000
BENEFICIAL TO THE PUBLIC FUND Liptovsky Hradok, Slovakia	Alternative development plan	120,000*	80,000	40,000	
CENTER FOR CLEAN AIR POLICY Washington, D.C.	Project on alternative transit in Plezen, Czech Republic	80,000*		55,000	25,000
CENTRE FOR ENVIRONMENTAL STUDIES FOUNDATION Budapest, Hungary	General support	90,000			90,000
CLEAN AIR ACTION GROUP Budapest, Hungary	Central European sustainable transport initiative	25,000*	10,000	15,000	
ENVIRONMENTAL PARTNERSHIP FOR CENTRAL EUROPE-SLOVAKIA Banska Bystrica, Slovakia	Amber Trail Greenway	75,000		25,000	50,000
ENVIRONMENTAL PARTNERSHIP FOR CENTRAL EUROPE-CZECH OFFICE Brno, Czech Republic	Community revitalization program	70,000*	30,000	40,000	
FOUNDATION FOR A CIVIL SOCIETY, LTD. Prague, Czech Republic	Czech Center for Community Revitalization	120,000*	60,000		60,000
FOUNDATION FOR ORGANIC AGRICULTURE Prague, Czech Republic	Prague Ecology Center	40,000		20,000	20,000
FOUNDATION FOR THE SUPPORT OF ECOLOGICAL INITIATIVES Krakow, Poland	Central European sustainable transport initiative	25,000*	10,000	15,000	
FRIENDS OF THE EARTH (FRANCE) Paris, France	Environmental accountability in East Central European development	150,000*	70,000	80,000	
GERMAN MARSHALL FUND OF THE U.S. Washington, D.C.	Environmental Partnership for Central Europe	600,000		100,000	500,000
	Assessment of the Environmental Partnership for Central Europe	30,000*	15,000	15,000	

\* Appropriations made prior to 1997

GRANTEE	GRANT DESCRIPTION	TOTAL APPROPRIATION	PAID IN PREVIOUS YEARS	PAYMENT IN 1997	UNPAID BALANCE
GREENWAYS ZELENE-STEZKY Prague, Czech Republic	General support	90,000*	80,000	10,000	
	General support	30,000*		30,000	
INSTITUTE FOR ENVIRONMENTAL POLICY Prague, Czech Republic	General support	170,000*	70,000	50,000	50,000
INSTITUTE FOR SUSTAINABLE DEVELOPMENT Warsaw, Poland	General support	275,000*	175,000	100,000	
INSTITUTE FOR TRANSPORTATION AND DEVELOPMENT POLICY New York, New York	Central European sustainable transport initiative	50,000*	20,000	30,000	
INTERNATIONAL INSTITUTE FOR ENERGY CONSERVATION-EUROPE London, England	Promoting energy efficiency in Central and Eastern Europe	200,000*	50,000	100,000	50,000
ISAR, INC. Washington, D.C.	Project on sustainability of NGOs in Central and Eastern Europe	25,000		25,000	
NÁDASDY FOUNDATION FOR ARTS AND ENVIRONMENT Ottawa, Canada	"Architecture-Nature-Art: Our Living Environment" symposium	12,000		12,000	
POLISH ECOLOGICAL CLUB Krakow, Poland	Multilateral development bank monitoring project	180,000*	120,000	60,000	
QUEBEC-LABRADOR FOUNDATION, INC. Ipswich, Massachusetts	Atlantic Center for the Environment: Central European Stewardship Program	120,000			120,000
WORLD RESOURCES INSTITUTE Washington, D.C.	Forestry management project in Slovakia	50,000		25,000	25,000

## EAST ASIA

AIDWATCH Woolahra, Australia	Mekong Outreach campaign	24,000		12,000	12,000
ASIAN NGO COALITION Research Foundation, Inc.	NGO Working Group on the Asian Development Bank	160,000*	80,000	80,000	
CALIFORNIA, UNIVERSITY OF, SANTA BARBARA Santa Barbara, California	For the project "Global Resistance Information Technologies and Civil Society: Responses to the Shrimp Farming Industry"	60,000		30,000	30,000
CENTER FOR ENVIRONMENT TECHNOLOGY AND DEVELOPMENT MALAYSIA Petaling Jaya, Malaysia	Climate Action Network Southeast Asia	21,000		21,000	
CHIANG MAI UNIVERSITY Chiang Mai, Thailand	Asia Resource Tenure Network	50,000		20,000	
	Social Research Institute: projects on community forestry and political ecology	20,000		20,000	
COUNCIL ON RENEWABLE ENERGY IN THE MEKONG REGION Phitsanulok, Thailand	General support	20,000		20,000	
EARTH ISLAND INSTITUTE San Francisco, California	Mangrove Action Project	38,000		38,000	
	Mangrove Action Project	3,000		3,000	
EAST-WEST CENTER FOUNDATION Honolulu, Hawaii	Training programs and workshops in political ecology research	90,000		30,000	60,000
ENERGY PROBE RESEARCH FOUNDATION Toronto, Canada	Project on private sector involvement in Mekong basin development	20,000		20,000	
FOCUS ON THE GLOBAL SOUTH Bangkok, Thailand	Micro-Macro Linkages Program	86,000		46,000	40,000



GRANTEE	GRANT DESCRIPTION	TOTAL APPROPRIATION	PAID IN PREVIOUS YEARS	PAYMENT IN 1997	UNPAID BALANCE
FOUNDATION FOR ECOLOGICAL RECOVERY Bangkok, Thailand	Towards Ecological Recovery and Regional Alliance program	15,000		15,000	
GREEN KOREA Seoul, Korea	National seminar on Korea's role in Mekong River basin development	5,000*		5,000	
HARIBON FOUNDATION FOR THE CONSERVATION OF NATURAL RESOURCES, INC. Quezon City, Philippines	National initiative on coastal management training	55,000		55,000	
HUMAN RIGHTS WATCH New York, New York	Shrimp aquaculture project	40,000		20,000	20,000
INDONESIAN FOUNDATION FOR ADVANCEMENT OF BIOLOGICAL SCIENCES Depok, Indonesia	NGO networking on coastal zone management	17,000		17,000	
INTERNATIONAL ASSOCIATION FOR THE STUDY OF COMMON PROPERTY Bloomington, Indiana	General support	100,000		35,000	65,000
INTERNATIONAL INSTITUTE FOR ENERGY CONSERVATION, INC. Washington, D.C.	Energy development in the Mekong River basin	20,000		20,000	
INTERNATIONAL RIVERS NETWORK Berkeley, California	Sustainable development in the Mekong River basin	130,000		65,000	65,000
JAPAN CENTER FOR A SUSTAINABLE ENVIRONMENT AND SOCIETY Tokyo, Japan	Japan NGO working group on the Asian Development Bank	45,000		45,000	
KIKO FORUM Kyoto, Japan	Public outreach on climate change	50,000		50,000	
NAUTILUS OF AMERICA, INC. Berkeley, California	Asia Pacific Regional Environment Network	150,000*	75,000	75,000	
PESTICIDE ACTION NETWORK-NORTH AMERICA REGIONAL CENTER San Francisco, California	Monitoring sustainable agriculture policies of multilateral development banks in East Asia	100,000*		50,000	50,000
SUSTAINABILITY INSITUTE, INC. Plainfield, New Hampshire	Commodity Systems Dynamics project	40,000		40,000	
SYDNEY, UNIVERSITY OF Sydney, Australia	Mekong Resource Center	65,000		25,000	40,000
TAMBUYOG DEVELOPMENT CENTER Quezon City, Philippines	Sustainable Water Access and Management project	80,000		40,000	40,000
TUFTS COLLEGE, TRUSTEES OF Medford, Massachusetts	Examining the effect of shrimp aquaculture on biodiversity	152,000*	76,000	76,000	
YALE UNIVERSITY New Haven, Connecticut	School of Forestry and Environmental Studies: International Association for Studies in Common Property	95,000*	65,000	30,000	
YUNNAN ACADEMY OF SOCIAL SCIENCES Kunming, China	Sustainable forest management project in southwestern China	26,000			26,000
<b>SUBTOTAL</b>				<b>4,825,300</b>	<b>2,202,000</b>

\* Appropriations made prior to 1997

## One World: World Security

GRANTEE	GRANT DESCRIPTION	TOTAL APPROPRIATION	PAID IN PREVIOUS YEARS	PAYMENT IN 1997	UNPAID BALANCE
ASIAN CULTURAL COUNCIL, INC. New York, NY	General support	300,000		300,000	
ASPEN INSTITUTE, INC. Washington, D.C.	"Building a Constituency for Global Interdependence" initiative	15,000		15,000	
CARNEGIE ENDOWMENT FOR INTERNATIONAL PEACE Washington, D.C.	Research program on world security	175,020		158,020	17,000
COUNCIL ON FOREIGN RELATIONS, INC. New York, New York	U.S.-Republic of Korea policy statement on Korean unification	25,000		25,000	
	Dissemination of findings of its Task Force on Resources for International Affairs	20,000		20,000	
UNITED STATES INSTITUTE OF PEACE Washington, D.C.	"Virtual Diplomacy: The Communications Revolution and International Conflict Management" conference	25,000		25,000	
<b>SUBTOTAL</b>				<b>543,020</b>	<b>17,000</b>

## Nonprofit Sector

GRANTEE	GRANT DESCRIPTION	TOTAL APPROPRIATION	PAID IN PREVIOUS YEARS	PAYMENT IN 1997	UNPAID BALANCE
<b>DEVELOPMENT OF RESOURCES</b>					
ACCESS: NETWORKING IN THE PUBLIC INTEREST, INC. Washington, D.C.	To its strategic capacity initiative.	50,000		25,000	25,000
ASHOKA Washington, D.C.	Networking activities of its fellows in Central Europe	50,000		25,000	25,000
ASIA FOUNDATION, THE San Francisco, California	Asia Pacific Philanthropy Consortium	20,000		20,000	
ASSOCIATION OF SMALL FOUNDATIONS Washington, D.C.	General support	75,000		25,000	50,000
CHARITIES EVALUATION SERVICES London, England	Development programs for nonprofit leaders in East Central Europe	34,000		34,000	
CIVIL SOCIETY DEVELOPMENT FOUNDATION - HUNGARY Budapest, Hungary	General support	100,000*	50,000	50,000	
CIVIL SOCIETY DEVELOPMENT FOUNDATION - POLAND Warsaw, Poland	General support	100,000*	50,000	50,000	
CONFERENCE BOARD, THE New York, New York	Toward the initial phase of its Asia Business Initiative	25,000		25,000	
COUNCIL ON FOUNDATIONS Washington, D.C.	Enhancing the Effectiveness of Family Foundations project	100,000*	50,000*	50,000	
	Program for Leadership in International Philanthropy	50,000	25,000		25,000
ECOLOGISTS LINKED FOR ORGANIZING GRASSROOTS INITIATIVES AND ACTION Harford, Pennsylvania	Virtual Foundation project	45,000		45,000	
ENVIRONMENTAL PARTNERSHIP FOUNDATION, HUNGARY Budapest, Hungary	Sustainability of nonprofit organizations in Hungary	40,000		9,050	30,950
ETP SLOVAKIA FOUNDATION Bratislava, Slovakia	Study on community foundations in Slovakia	26,000		26,000	

GRANTEE	GRANT DESCRIPTION	TOTAL APPROPRIATION	PAID IN PREVIOUS YEARS	PAYMENT IN 1997	UNPAID BALANCE
FAMILY FOUNDATION OF NORTH AMERICA Milwaukee, Wisconsin	Resource Development Initiative 2000	165,000		55,000	110,000
FOUNDATION CENTRAL EUROPEAN CENTER FOR BEHAVIOURAL ECONOMICS Lublin, Poland	Journal and Internet center for NGOs.	62,000*	31,000	31,000	
FOUNDATION FOR A CIVIL SOCIETY, LTD. New York, New York	Institutional development project	50,000		50,000	
FUND FOR INDEPENDENT PUBLISHING, THE (THE NEW PRESS) New York, New York	General support	150,000*	100,000	50,000	
HEALTHY CITY FOUNDATION Banska Bystrica, Slovakia	General support	105,000*	37,000	30,950	34,000 3,050 <sup>†</sup>
HISPANICS IN PHILANTHROPY Berkeley, California	"Capacity Building in Hispanic Communities" conference	25,000		25,000	
HUNGARIAN FOUNDATION FOR SELF-RELIANCE Budapest, Hungary	General support	200,000		100,000	100,000
INFORMATION CENTER FOR FOUNDATIONS AND OTHER NOT-FOR-PROFIT ORGANIZATIONS Prague, Czech Republic	General support	60,000*	30,000	30,000	
JAPANESE NGO CENTER FOR INTERNATIONAL COOPERATION Tokyo, Japan	General support	40,000		40,000	
JOHNS HOPKINS UNIVERSITY Baltimore, Maryland	Institute for Policy Studies: International Fellows in Philanthropy	150,000*	100,000	50,000	
NATIONAL CENTER ON PHILANTHROPY AND THE LAW New York, New York	Rockefeller Brothers Fund Fellowship in Nonprofit Law	190,000		63,000	127,000
NATIONAL COUNCIL OF NONPROFIT ASSOCIATIONS Washington, D.C.	Capacity-building and development program	150,000*	100,000	50,000	
NEW SCHOOL UNIVERSITY New York, New York	Writing and research project on the nonprofit sector	25,000		25,000	
NONPROFIT ENTERPRISE AND SELF SUSTAINING TEAM Baltimore, Maryland	Project on Central European nonprofits' self-financing strategies	100,000		40,000	60,000
POLISH CHILDREN AND YOUTH FOUNDATION Warsaw, Poland	General support	150,000*	90,000	10,000	50,000
PRO EXCELLENTIA Budapest, Hungary	Training programs for nonprofit leaders early childhood education	50,000*	23,000	27,000	
PROJECT 180 New York, New York	General support.	100,000		50,000	50,000
SLOVAK ACADEMIC INFORMATION AGENCY Bratislava, Slovakia	General support	100,000*	59,000	41,000	
SYNERGOS INSTITUTE, INC., THE New York, New York	Funding mechanisms for local NGOs using international development aid funds.	300,000*	100,000	100,000	100,000
THE UNION INSTITUTE Washington, D.C.	"Nonprofits and Civic Engagement: Beyond Immediate Cause" conference	15,000		15,000	
VOLUNTARY ORGANIZATIONS INITIATIVE IN CENTRAL AND EASTERN EUROPE/EURASIA Arlington, Virginia	Information clearinghouse for nonprofit groups in the region	50,000		25,000	25,000

\* Appropriations made prior to 1997

<sup>†</sup> Lapsed

GRANTEE	GRANT DESCRIPTION	TOTAL APPROPRIATION	PAID IN PREVIOUS YEARS	PAYMENT IN 1997	UNPAID BALANCE
<b>INCREASED UNDERSTANDING</b>					
CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES, INC. Washington, D.C.	Planning phase of a project on foundations	50,000			50,000
CHICAGO, UNIVERSITY OF Chicago, Illinois	Writing and research project on foundations	10,000		10,000	
CIVICUS: WORLD ALLIANCE FOR CITIZEN PARTICIPATION Washington, D.C.	Increase understanding and visibility of civil society	75,000*	34,000	41,000	
COUNCIL ON FOUNDATIONS Washington, D.C.	Communications/legislative initiative	150,000		50,000	100,000
HARVARD UNIVERSITY Cambridge, Massachusetts	John F. Kennedy School of Government: Nonprofit Policy and Leadership Program	225,000*	150,000	75,000	
INDEPENDENT SECTOR Washington, D.C.	Public education on philanthropy and the nonprofit sector	150,000*	50,000	100,000	
INTERNATIONAL CENTER FOR NOT-FOR-PROFIT LAW Washington, D.C.	Databank on the World Wide Web	50,000		25,000	25,000
JOHNS HOPKINS UNIVERSITY Baltimore, Maryland	Institute for Policy Studies: Comparative Nonprofit Sector project	180,000*	120,000	60,000	
NATIONAL CENTER FOR NONPROFIT BOARDS Washington, D.C.	Public education and media outreach	120,000		60,000	60,000
NONPROFIT FOUNDATION Budapest, Hungary	Television program on the nonprofit sector	62,000		31,000	31,000

## ACCOUNTABILITY

PHILANTHROPIC RESEARCH, INC. Williamsburg, Virginia	General support	300,000		100,000	200,000
--	-----------------	---------	--	---------	---------

## PHILANTHROPIC SUPPORT ORGANIZATIONS

COUNCIL ON FOUNDATIONS Washington, D.C.	General support	34,600		34,600	
FOUNDATION CENTER New York, New York	General support	60,000*	30,000	30,000	
INDEPENDENT SECTOR Washington, D.C.	General support	10,250		10,250	
NEW YORK REGIONAL ASSOCIATION OF GRANTMAKERS New York, New York	General operating support for 1998	9,000		7,700	1,300 †
ROCKEFELLER FAMILY FUND New York, New York	Grants Managers Network	1,500		1,500	
<b>SUBTOTAL</b>				<b>1,928,050</b>	<b>1,277,970 **</b>

## Education

GRANTEE	GRANT DESCRIPTION	TOTAL APPROPRIATION	PAID IN PREVIOUS YEARS	PAYMENT IN 1997	UNPAID BALANCE
<b>RBF FELLOWS</b>					
GRANTS FOR FELLOWS AND MENTORS				362,800	1,170,600 59,350 <sup>†</sup>
<b>EARLY CHILDHOOD</b>					
CENTER FOR THE EARLY CHILD CARE WORKFORCE (NATIONAL CENTER FOR THE EARLY CHILDHOOD WORKFORCE OF WASHINGTON, D.C.) Washington, D.C.	Early Childhood Mentoring Alliance	100,000*	50,000	50,000	
NATIONAL BLACK CHILD DEVELOPMENT INSTITUTE, INC. Washington, D.C.	Early Childhood Leadership Mentoring Program	100,000		100,000	
WHEELOCK COLLEGE Boston, Massachusetts	Center for Career Development in Early Care and Education	200,000*	100,000	100,000	
<b>PROJECTS OF PARTICULAR MERIT</b>					
AMERICAN ACADEMY OF ARTS AND SCIENCES Cambridge, Massachusetts	Daedalus issue on systemic institutional reform	25,000		25,000	
BANK STREET COLLEGE OF EDUCATION New York, New York	Principals Institute	200,000		200,000	
HARVARD UNIVERSITY Cambridge, Massachusetts	Scholarship assistance to minority students in the Graduate School of Education	150,000*	142,000	8,000	
NATIONAL HUMANITIES CENTER RESEARCH TRIANGLE PARK, North Carolina	Examination of the Fulbright Exchange Program	25,000		25,000	
SOUTHERN EDUCATION FOUNDATION Atlanta, Georgia	Teachers as Leaders Initiative	200,000		200,000	
<b>SUBTOTAL</b>				<b>1,070,800</b>	<b>1,170,600**</b>

## New York City

GRANTEE	GRANT DESCRIPTION	TOTAL APPROPRIATION	PAID IN PREVIOUS YEARS	PAYMENT IN 1997	UNPAID BALANCE
<b>SCHOOLS &amp; YOUNG PEOPLE</b>					
ARKANSAS INSTITUTE FOR SOCIAL JUSTICE, INC. Little Rock, Arkansas	New York ACORN schools office	35,000		35,000	
COMMITTEE FOR HISPANIC CHILDREN AND FAMILIES, INC. New York, New York	Parent Policy Development Program	110,000		60,000	50,000
COMMON CENTS NEW YORK, INC. New York, New York	Community building and youth leadership programs	50,000		25,000	25,000
COMMUNITY ACTION PROJECT Brooklyn, New York	School reform initiative	35,000		35,000	
DO SOMETHING, INC. New York, New York	New York Do Something Fund	200,000*	100,000	100,000	
GLOBAL KIDS, INC. New York, New York	Youth engagement project	80,000*	40,000	40,000	
HENRY STREET SETTLEMENT New York, New York	Leadership component of the Urban Force program	50,000		50,000	

\* Appropriations made prior to 1997

<sup>†</sup> Lapsed

\*\* Does not include lapses

GRANTEE	GRANT DESCRIPTION	TOTAL APPROPRIATION	PAID IN PREVIOUS YEARS	PAYMENT IN 1997	UNPAID BALANCE
MOTHERS ON THE MOVE, INC. Bronx, New York	Parent organizing project	40,000		40,000	
MT. ZION BAPTIST CHURCH OF BENSHONHURST Brooklyn, New York	Coney Island Parents Education Committee	30,000		30,000	
NEW YORK COMMUNITY TRUST New York, New York	Donor's Education Collaborative	250,000*	150,000	100,000	
NEW YORK UNIVERSITY New York, New York	Institute for Education and Social Policy: Community Involvement Program	50,000		50,000	
NORTHWEST BRONX COMMUNITY & CLERGY COALITION Bronx, New York	Fostering parent leaders in the northwest Bronx	39,500		39,500	
SOUTH BRONX CHURCHES SPONSORING COMMITTEE Bronx, New York	Parent organizing effort in Bronx churches	40,000		40,000	
STUDENT CONSERVATION ASSOCIATION, INC., THE Charlestown, New Hampshire	Environment Career Service Network	70,000		35,000	35,000
UNITED STATES STUDENT ASSOCIATION FOUNDATION Washington, D.C.	Publication of a book on the U.S. National Student Association	15,000		15,000	

## COMMUNITY LIFE

ABYSSINIAN DEVELOPMENT CORPORATION New York, New York	Public space development project in Harlem	90,000*	45,000	45,000	
ENTERPRISE FOUNDATION New York, New York	New York City Project Next Step	50,000		50,000	
NEW YORK COMMUNITY TRUST New York, New York	Neighborhood 2000 Fund	200,000		100,000	100,000
	New York City AIDS Fund	25,000		25,000	
NEW YORK RESTORATION PROJECT New York, New York	Implementation of restoration plan for Sherman Creek	100,000		50,000	50,000
PHILANTHROPIC COLLABORATIVE, INC. New York, New York	Youth Community Gardens and Urban Environment Collaboration	30,000		30,000	
PROJECT FOR PUBLIC SPACES, INC. New York, New York	Park and educational facility in Sherman Creek area	35,000		35,000	
SURDNA FOUNDATION New York, New York	Comprehensive Community Revitalization Program	70,000		35,000	35,000

## CIVIC PARTICIPATION

CITIZENS COMMITTEE FOR NEW YORK CITY, INC. New York, New York	Neighborhood Citizenship project	50,000		25,000	25,000
EAST SIDE HOUSE, INC. Bronx, New York	Bronx Settlement House Community Action and Revitalization Program	300,000*	150,000		150,000
LATINO PASTORAL ACTION CENTER Bronx, New York	Nuestra Gente program	110,000		55,000	55,000
MORNINGSIDE AREA ALLIANCE, INC. New York, New York	Upper Manhattan Community Building Initiative	110,000		55,000	55,000
NATIONAL CIVIC LEAGUE OF COLORADO Denver, Colorado	New York City Alliance for Local Renewal	50,000*	25,000	25,000	
<b>SUBTOTAL</b>				<b>1,224,500</b>	<b>580,000</b>

\* Appropriations made prior to 1997

## Special Concerns: South Africa

GRANTEE	GRANT DESCRIPTION	TOTAL APPROPRIATION	PAID IN PREVIOUS YEARS	PAYMENT IN 1997	UNPAID BALANCE
<b>BASIC EDUCATION</b>					
CAPE TOWN, UNIVERSITY OF Cape Town, South Africa	Social Uses of Literacy project	47,000		22,000	25,000
CAPE TOWN FUND, UNIVERSITY OF New York, New York	Institutional development fund for the vice chancellor	25,000		25,000	
CENTRE FOR EARLY CHILDHOOD DEVELOPMENT Cape Town, South Africa	Management-training programs for early childhood development leaders	70,000		35,000	35,000
ERA INITIATIVE TRUST Johannesburg, South Africa	Evaluation of easy reading materials for adults in South Africa	40,000		40,000	
FORT HARE, UNIVERSITY OF Alice, South Africa	Distance Education Project for Teacher Development	100,000		50,000	50,000
GRASSROOTS EDUCARE TRUST Silvertown, South Africa	Grassroots Alternative Special Program	80,000		40,000	40,000
INDEPENDENT EXAMINATIONS BOARD Highlands North, South Africa	Training for NGO and government leaders in adult basic education and training	150,000*	26,000	74,000	50,000
LEARNING FOR ALL TRUST Orange Grove, South Africa	Models for early childhood development	78,000*	39,000	39,000	
NATAL, UNIVERSITY OF Durban, South Africa	New Readers Project	150,000		50,000	100,000
NORTH, UNIVERSITY OF THE Sovenga, South Africa	Development Facilitation Training Institute	92,000		46,000	46,000
PROJECT LITERACY TRUST FUND Pretoria, South Africa	Management training for government officials responsible for adult basic education	31,000		18,000	13,000
SOUTH AFRICAN INSTITUTE OF DISTANCE EDUCATION Braamfontein, South Africa	Ulwazi Educational Radio Project	100,000*	50,000	50,000	
ULSTER, UNIVERSITY OF Coleraine, Ireland	Curriculum development project for South Africa	95,000		36,000	59,000
<b>SUBTOTAL</b>				<b>525,000</b>	<b>418,000</b>

## Ramon Magsaysay Awards

GRANTEE	GRANT DESCRIPTION	TOTAL APPROPRIATION	PAID IN PREVIOUS YEARS	PAYMENT IN 1997	UNPAID BALANCE
<b>RAMON MAGSAYSAY AWARD FOUNDATION</b>					
RAMON MAGSAYSAY AWARD FOUNDATION Manila, Philippines	Ramon Magsaysay Awards for 1997	150,000		150,000	

## PROGRAM FOR ASIAN PROJECTS

ALCALA, ANGEL C. Pasig City, Philippines	Reforestation and management project for coastal areas in the Philippines	10,000*		10,000	
ARIYARATNE, AHANGAMAGE Tudor Moratuwa, Sri Lanka	Establishment of Archive, Peace Library and an Exhibition Gallery at the Vishva Niketan Peace Centre	10,000			10,000
ASIAN INSTITUTE OF MANAGEMENT Makati, Philippines	"Emergent Institutions in Asia: Six Case Studies" project	10,000*		10,000	
BEDI, NIRAN New Delhi, India	Improving the welfare of children with parents holding criminal records	10,000*		10,000	

\* Appropriations made prior to 1997

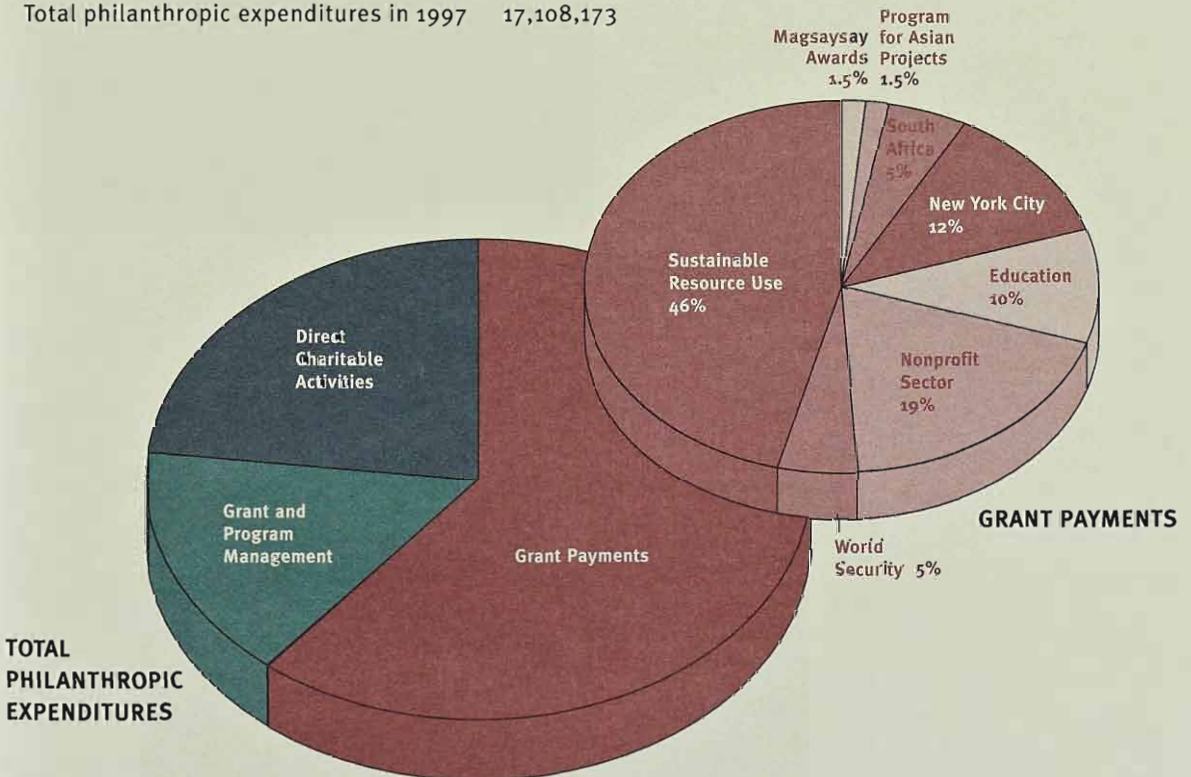
GRANTEE	GRANT DESCRIPTION	TOTAL APPROPRIATION	PAID IN PREVIOUS YEARS	PAYMENT IN 1997	UNPAID BALANCE
BHATT, CHANDI PRASAD Uttar Pradesh, India	"Eco-development in the Degraded Barren Land of the Upper Alaknanda Watershed" project	10,000			10,000
BHATT, ELA R. Ahmedabad, India	Publication of a monthly periodical for young girls	10,000			10,000
CHANAWONGSE, KRASAE Bangkok, Thailand	Publication of a handbook for members of the Aging Society of Muang Phon	9,000			9,000
DALY, JOHN V. Jeil, Paul Jeong Gu Seoul, Korea	Researching low-income housing issues in Korea	20,000*		20,000	
HANUM, ZAKIAH DATO Kuala Lumpur, Malaysia	Documentary on Malaysian culture	10,000*		10,000	
HATA, PRATEEP U. Srimuang, Chamlong Bangkok, Thailand	"Young Women's Development Group of the Toey Klong Slum" project	10,500*		10,500	
HIRAMATSU, MORIHIKU Oita City, Japan	Project promoting collaboration between leaders of revitalization projects	10,000			10,000
IM-SOON, KIM Kyungnam, Korea	Enabling mentally retarded people to work at a vocational training farm	10,000*		10,000	
IWAMURA, NOBORU Toichigi Prefecture, Japan	Staff training in rural development at Cambodian NGOs	10,000			10,000
RAMON MAGSAYSAY AWARD FOUNDATION Manila, Philippines	Continuing publication of <i>The Magsaysay Awardee</i>	4,500*		4,500	
	Continuing publication of <i>The Magsaysay Awardee</i>	5,000			5,000
	"Asian Issues and Trends for Development" assembly	10,000*		10,000	
	"Asian Issues and Trends for Development" assembly	15,000			15,000
SAMAR, SIMA Quetta, Baluchistan, Pakistan	Developing educational opportunities for girls in Hazarajat, Afghanistan	11,000			11,000
SHOURIE, ARUN New Delhi, India	Publication of books on Indian institutional reform	10,000*		10,000	
SUBBANNA, K.V. Heggodu, India	Culture programs in rural India	10,000*		10,000	
SWAMINATHAN, M.S. Madras, India	Project to encourage on-farm conservation practices among tribal families	10,000			10,000
TIMM, RICHARD W. Dhaka, Bangladesh	Booklets on human rights	10,000*		10,000	
TOER, P.A. Jakarta, Indonesia	<i>Chronicle of Indonesian Literature</i>	10,000			10,000
VALYASEVI, AREE Prathum-Thanee, Thailand	Developing a model health care system for Thailand	10,000			10,000
VERGHESE, B.G. New Delhi, India	Project to promote understanding of ethnicity and governance issues in Northeast India	10,000			10,000
VIRAVAIIDYA, MECHAJ Wasi, Prawase Bangkok, Thailand	Vegetable Bank irrigation system	15,000*		15,000	
<b>SUBTOTAL</b>				<b>290,000</b>	<b>130,000**</b>
<b>TOTAL</b>				<b>10,406,670</b>	<b>5,795,550</b>



# Summary of Philanthropic Expenditures

## GRANT PAYMENTS MADE IN 1997

One World: Sustainable Resource Use	4,825,300	(46%)
One World: World Security	543,020	(5%)
Nonprofit Sector	1,928,050	(19%)
Education	1,070,800	(10%)
New York City	1,224,500	(12%)
Special Concerns: South Africa	525,000	(5%)
Ramon Magsaysay Awards	150,000	(1.5%)
Program for Asian Projects	140,000	(1.5%)
<b>Subtotal</b>	<b>10,406,670</b>	<b>(100%)</b>
Payments Matching		
Employee Contributions	21,155	
Grant and Program Management	2,725,993	
Direct Charitable Activities*	3,954,355	
<b>Total philanthropic expenditures in 1997</b>	<b>17,108,173</b>	



\* Includes a special two-year Project on World Security, administration and operation of the RBF Fellowship Program for Minority Students Entering the Teaching Profession, preservation and public visitation programs at the Pocantico Historic Area, and conferences at the Pocantico Conference Center.

# Reconciliation of Grants Paid During the Year or Approved for Future Payment

---

## UNPAID APPROPRIATIONS, DECEMBER 31, 1996

Principal Fund	\$5,419,750	
Ramon Magsaysay Award Foundation	—	
Asian Projects Fund	<u>140,000</u>	
		\$5,559,750

---

## APPROPRIATIONS AUTHORIZED IN 1997

Principal Fund	10,426,170	
Ramon Magsaysay Award Foundation	150,000	
Asian Projects Fund	<u>130,000</u>	
		10,706,170

Less:

Appropriations Lapsed:

Principal Fund	<u>63,700</u>	
		10,642,470

---

## APPROPRIATIONS PAID IN 1997

Principal Fund	10,116,670	
Ramon Magsaysay Award Foundation	150,000	
Asian Projects Fund	<u>140,000</u>	
		<u>10,406,670</u>

---

## UNPAID APPROPRIATIONS, DECEMBER 31, 1997

Principal Fund	5,665,550	
Ramon Magsaysay Award Foundation		
Asian Projects Fund	<u>130,000</u>	
		<u>\$5,795,550</u>

Notes:

Grants Returned - Principal Fund \$2,229  
 Unexpended Funds - Program for Asian Projects \$4,497

**ROCKEFELLER BROTHERS FUND**  
**Financial and Management Reporting**



# Financial Report

## REPORT OF INDEPENDENT ACCOUNTANTS

To the Board of Trustees of the Rockefeller Brothers Fund, Inc.

In our opinion, the accompanying combined statement of financial position and the related combined statements of activities and of cash flows present fairly, in all material respects, the financial position of the Rockefeller Brothers Fund, Inc. and Combined Affiliate (the "Fund") at December 31, 1997 and 1996, and the changes in their net assets and their cash flows for the years then ended in conformity with generally accepted accounting principles. These financial statements are the responsibility of the Fund's management; our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits of these statements in accordance with generally accepted auditing standards which require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and significant estimates made by management, and evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for the opinion expressed above.

Our audits were made for the purpose of forming an opinion on the basic financial statements taken as a whole. The schedule of functional expenses (Exhibit I) is presented for purposes of additional analysis and is not a required part of the basic financial statements. Such information has been subjected to the auditing procedures applied in the audits of the basic financial statements and, in our opinion, is fairly stated in all material respects in relation to the basic financial statements taken as a whole.

## PricewaterhouseCoopers LLP

New York, New York

April 29, 1998

**ROCKEFELLER BROTHERS FUND, INC. AND COMBINED AFFILIATE  
COMBINED STATEMENT OF FINANCIAL POSITION**

December 31, 1997 with Comparative 1996 Totals

ROCKEFELLER BROTHERS FUND ("RBF")								
	Principal Fund	Pocantico Fund	Ramon Magsaysay Award Foundation Fund	Asian Projects Fund	Pocantico Program Fund	Total RBF Funds	Asian Cultural Council, Inc.	Total 1997
<b>ASSETS</b>								
Cash	\$1,165,505	\$251,328	\$814	\$86,635	\$59,091	\$1,563,373	\$275,328	\$1,838,701
Accounts receivable	384,430	-	-	-	30,297	414,727	35,095	449,822
Contributions receivable	-	-	-	-	-	-	227,380	227,380
Interest and dividends receivable	1,897,557	281,714	18,366	16,978	11,026	2,225,641	182,757	2,408,398
Due from brokers and dealers	18,583,775	2,638,657	169,820	154,646	77,024	21,623,922	-	21,623,922
Investments, at market value	352,971,023	53,781,841	3,603,634	3,123,271	1,362,901	414,842,670	36,048,738	450,891,408
Program-related investments:								
Program mortgage loans	2,852,000	-	-	-	-	2,852,000	-	2,852,000
Real estate	510,000	-	-	-	-	510,000	-	510,000
Recoverable taxes paid	133,600	-	-	-	-	133,600	-	133,600
Prepaid expenses	582,745	-	-	-	-	582,745	-	582,745
Fixed assets, net	309,321	9,600,959	-	-	-	9,910,280	31,482	9,941,762
Interfund	2,925,534	(2,424,818)	(376,337)	(249,654)	125,275	-	-	-
<b>Total assets</b>	<b>\$382,315,490</b>	<b>\$64,129,681</b>	<b>\$3,416,297</b>	<b>\$3,131,876</b>	<b>\$1,665,614</b>	<b>\$454,658,958</b>	<b>\$36,800,780</b>	<b>\$491,459,738</b>

*The accompanying notes are an integral part of these financial statements.*

**COMBINED STATEMENT OF FINANCIAL POSITION***(continued)*

	1996 RBF Funds	1996 Asian Cultural Council, Inc.	Total 1996
<b>ASSETS</b>			
Cash	\$1,075,268	\$756,605	\$1,831,873
Accounts receivable	279,784	38,935	318,719
Contributions receivable	-	339,144	339,144
Interest and dividends receivable	2,060,414	88,312	2,148,726
Due from brokers and dealers	2,617,810	-	2,617,810
Investments, at market value	388,172,230	22,941,196	411,113,426
Program-related investments:			
Program mortgage loans	3,300,000	-	3,300,000
Real estate	510,000	-	510,000
Recoverable taxes paid	-	-	-
Prepaid expenses	567,809	24,023	591,832
Fixed assets, net	10,534,344	28,002	10,562,346
Interfund	-	-	-
Total assets	<u>\$409,117,659</u>	<u>\$24,216,217</u>	<u>\$433,333,876</u>

*The accompanying notes are an integral part of these financial statements.*

**ROCKEFELLER BROTHERS FUND, INC. AND COMBINED AFFILIATE  
COMBINED STATEMENT OF FINANCIAL POSITION**

December 31, 1997 with Comparative 1996 Totals

**ROCKEFELLER BROTHERS FUND ("RBF")**

	Principal Fund	Pocantico Fund	Ramon Magsaysay Award Foundation Fund	Asian Projects Fund	Pocantico Program Fund	Total RBF Funds	Asian Cultural Council, Inc.	Total 1997
<b>LIABILITIES AND NET ASSETS</b>								
Liabilities:								
Grants payable	\$5,665,550	\$ -	\$ -	\$130,000	\$ -	\$5,795,550	\$709,759	\$6,505,309
Due to brokers and dealers	2,021,620	319,721	21,753	20,210	-	2,383,304	-	2,383,304
Accounts payable and accrued liabilities	1,772,655	105,490	2,196	-	398	1,880,739	417,544	2,298,283
Taxes payable	645,666	-	-	-	-	645,666	-	645,666
<b>Total liabilities</b>	<b>10,105,491</b>	<b>425,211</b>	<b>23,949</b>	<b>150,210</b>	<b>398</b>	<b>10,705,259</b>	<b>1,127,303</b>	<b>11,832,562</b>
Commitments								
Net assets:								
Unrestricted	372,209,999	63,704,470	3,392,348	2,981,666	1,665,216	443,953,699	17,546,000	461,499,699
Temporarily Restricted	-	-	-	-	-	-	5,295,564	5,295,564
Permanently Restricted	-	-	-	-	-	-	12,831,913	12,831,913
<b>Total liabilities and net assets</b>	<b>\$382,315,490</b>	<b>\$64,129,681</b>	<b>\$3,416,297</b>	<b>\$3,131,876</b>	<b>\$1,665,614</b>	<b>\$454,658,958</b>	<b>\$36,800,780</b>	<b>\$491,459,738</b>



**COMBINED STATEMENT OF FINANCIAL POSITION***(continued)*

	1996 RBF Funds	1996 Asian Cultural Council, Inc.	Total 1996
<b>LIABILITIES AND NET ASSETS</b>			
Liabilities:			
Grants payable	\$5,559,750	\$587,964	\$6,147,714
Due to brokers and dealers	4,149,749	-	4,149,749
Accounts payable and accrued liabilities	1,618,734	571,642	2,190,376
Taxes payable	645,666	-	645,666
Total liabilities	<u>11,973,899</u>	<u>1,159,606</u>	<u>13,133,505</u>
Commitments			
Net assets:			
Unrestricted	397,143,760	5,244,732	402,388,492
Temporarily Restricted	-	4,998,768	4,998,768
Permanently Restricted	-	12,813,111	12,813,111
Total liabilities and net assets	<u>\$409,117,659</u>	<u>\$24,216,217</u>	<u>\$433,333,876</u>

**ROCKEFELLER BROTHERS FUND, INC. AND COMBINED AFFILIATE  
COMBINED STATEMENT OF ACTIVITIES**

For the Year Ended December 31, 1997 with Comparative 1996 Totals

**ROCKEFELLER BROTHERS FUND ("RBF")**

	Principal Fund	Pocantico Fund	Ramon Magsaysay Award Foundation Fund	Asian Projects Fund	Pocantico Program Fund	Total RBF Funds	Asian Cultural Council, Inc.	Total 1997
<b>REVENUES</b>								
Dividend income	\$4,185,288	\$591,780	\$37,960	\$34,553	\$17,033	\$4,866,614	\$410,981	\$5,277,595
Interest income	7,851,974	1,090,557	69,953	63,675	31,891	9,108,050	363,258	9,471,308
Other investment income	129,857	28,140	1,177	1,072	550	160,796	87,777	248,573
Contributions	-	-	-	-	240,226	240,226	11,186,048	11,426,274
	12,167,119	1,710,477	109,090	99,300	289,700	14,375,686	12,048,064	26,423,750
<b>EXPENSES</b>								
Functional expenses (Exhibit I):								
Direct charitable activities	1,346,962	2,542,484	-	-	64,909	3,954,355	-	3,954,355
Program and grant management	12,953,602	-	212,165	195,970	-	13,361,737	2,560,634	15,922,371
Investment management	1,796,950	264,370	13,756	12,517	6,172	2,093,765	184,417	2,278,182
General management	2,854,213	293,300	-	-	-	3,147,513	449,437	3,596,950
	18,951,727	3,100,154	225,921	208,487	71,081	22,557,370	3,194,488	25,751,858
Deficiency of revenues over expenses	(\$6,784,608)	(\$1,389,677)	(\$116,831)	(\$109,187)	\$218,619	(\$8,181,684)	\$8,853,576	\$671,892

The accompanying notes are an integral part of these financial statements.

## COMBINED STATEMENT OF ACTIVITIES

(continued)

	1996 RBF Funds	1996 Asian Cultural Council, Inc.	Total 1996
<b>REVENUES</b>			
Dividend income	\$4,013,505	\$348,973	\$4,362,478
Interest income	8,979,690	276,869	9,256,559
Other investment income	2,155,139	176,115	2,331,254
Contributions	342,863	1,904,180	2,247,043
	<u>15,491,197</u>	<u>2,706,137</u>	<u>18,197,334</u>
<b>EXPENSES</b>			
Functional expenses (Exhibit I):			
Direct charitable activities	3,712,776	33,412	3,746,188
Program and grant management	12,140,120	1,147,934	13,288,054
Investment management	2,901,435	143,567	3,045,002
General management	2,979,855	1,462,322	4,442,177
	<u>21,734,186</u>	<u>2,787,235</u>	<u>24,521,421</u>
Deficiency of revenues over expenses	(\$6,242,989)	(\$81,098)	(\$6,324,087)

The accompanying notes are an integral part of these financial statements.

**ROCKEFELLER BROTHERS FUND, INC. AND COMBINED AFFILIATE  
COMBINED STATEMENT OF ACTIVITIES**

For the Year Ended December 31, 1997 with Comparative 1996 Totals

**ROCKEFELLER BROTHERS FUND ("RBF")**

	Principal Fund	Pocantico Fund	Ramon Magsaysay Award Foundation Fund	Asian Projects Fund	Pocantico Program Fund	Total RBF Funds	Asian Cultural Council, Inc.	Total 1997
<b>GAIN ON INVESTMENTS</b>								
Net realized gain from securities sales	\$48,024,989	\$6,790,510	\$435,575	\$396,485	\$194,951	\$55,842,510	\$1,971,170	\$57,813,680
Net change in unrealized gain on investments	(731,764)	(103,468)	(6,636)	(6,041)	(2,978)	(850,887)	1,792,120	941,233
	47,293,225	6,687,042	428,939	390,444	191,973	54,991,623	3,763,290	58,754,913
Change in net assets:								
Unrestricted	40,508,617	5,297,365	312,108	281,257	410,592	46,809,939	12,301,268	59,111,207
Temporarily restricted	-	-	-	-	-	-	296,796	296,796
Permanently restricted	-	-	-	-	-	-	18,802	18,802
Total change in net assets	40,508,617	5,297,365	312,108	281,257	410,592	46,809,939	12,616,866	59,426,805
<b>NET ASSETS</b>								
beginning of year	331,701,382	58,407,105	3,080,240	2,700,409	1,254,624	397,143,760	23,056,611	420,200,371
<b>NET ASSETS</b>								
end of year	\$372,209,999	\$63,704,470	\$3,392,348	\$2,981,666	\$1,665,216	\$443,953,699	\$35,673,477	\$479,627,176

**COMBINED STATEMENT OF ACTIVITIES***(continued)*

	1996 RBF Funds	1996 Asian Cultural Council, Inc.	Total 1996
<b>GAIN ON INVESTMENTS</b>			
Net realized gain from securities sales	\$31,501,111	\$1,825,707	\$33,326,818
Net change in unrealized gain on investments	8,640,697	1,371,942	10,012,639
	<u>40,141,808</u>	<u>3,197,649</u>	<u>43,339,457</u>
Change in net assets:			
Unrestricted	33,898,819	1,750,112	35,648,931
Temporarily restricted	-	797,176	797,176
Permanently restricted	-	569,263	569,263
Total change in net assets	<u>33,898,819</u>	<u>3,116,551</u>	<u>37,015,370</u>
<b>NET ASSETS</b>			
beginning of year	363,244,941	19,940,060	383,185,001
<b>NET ASSETS</b>			
end of year	<u>\$397,143,760</u>	<u>\$23,056,611</u>	<u>\$420,200,371</u>

**ROCKEFELLER BROTHERS FUND, INC. & COMBINED AFFILIATE  
COMBINED STATEMENT OF CASH FLOWS**

For the Years Ended December 31, 1997 and 1996

	Total 1997 All Funds	Total 1996 All Funds
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Change in net assets	\$59,426,805	\$37,015,370
Adjustments to reconcile change in net assets to net cash provided by operating activities:		
Net realized and unrealized (gain) or loss on investments	(58,754,913)	(43,339,457)
Depreciation	870,787	870,660
Contributions restricted for endowment	(18,802)	(569,263)
Interest and dividends restricted for endowment	(183,185)	(184,623)
(Increase) decrease in accounts receivable	(131,103)	(278,987)
(Increase) decrease in contributions receivable	111,764	(33,824)
(Increase) decrease in interest and dividends receivable	(259,672)	(178,348)
(Increase) decrease due from brokers and dealers	(19,006,112)	(867,996)
(Increase) decrease in recoverable taxes paid	(133,600)	625,257
(Increase) decrease in prepaid expenses	9,087	47,846
Increase (decrease) in grants payable	357,595	(725,665)
Increase (decrease) in due to brokers and dealers	(1,766,445)	(3,617,253)
Increase (decrease) in accounts payable and accrued liabilities	107,907	190,140
Increase (decrease) in taxes payable	-	629,277
Net cash used by operating activities	(19,369,887)	(10,416,866)
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Proceeds from sales of investments	780,119,212	846,015,321
Purchases of investments	(761,142,282)	(835,283,319)
Reductions of program-related investments	448,000	120,000
Purchases of fixed assets	(250,202)	(81,330)
Net cash provided by investing activities	19,174,728	10,770,672
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Proceeds from contributions restricted for investments in endowment	18,802	569,263
Interest and dividends restricted for endowment	183,185	184,623
Net cash provided by financing activities	201,987	753,886
Net increase in cash	6,828	1,107,692
Cash at beginning of year	1,831,873	724,181
Cash at end of year	<u>\$1,838,701</u>	<u>\$1,831,873</u>

# Notes to Financial Statements

## 1. ORGANIZATIONS AND PURPOSE

**Rockefeller Brothers Fund, Inc.** (the "Fund") is a not-for-profit, charitable corporation existing under the New York not-for-profit corporation law and is classified as a private foundation as defined in the Internal Revenue Code. The Fund's principal purpose is to make grants to local, national, and overseas philanthropic organizations. The Fund also provides fellowships for minority students entering the teaching profession.

The Board of Trustees has designated the allocation from the Principal Fund and other funds to the following special purpose funds:

**Pocantico Fund:** For the preservation, maintenance and operation of the Pocantico Historic Area at Pocantico Hills, New York, as an historic park benefiting the public.

**Ramon Magsaysay Award Foundation Fund:** To increase the amount of the Ramon Magsaysay Awards and other support for the activities of the Ramon Magsaysay Award Foundation, Inc.

**Asian Projects Fund:** Income to be used for a period of twenty years for special projects which exemplify the spirit of the Ramon Magsaysay Awards and Asian program concerns of the Fund.

**Pocantico Program Fund:** For use by the Fund for philanthropic programs at the Pocantico Conference Center.

Upon completion of the renovation of the Pocantico Historic Area, effective January 1, 1997, the Board of Trustees approved the transfer of the Pocantico Program Fund's capital assets to the Pocantico Fund.

**Asian Cultural Council, Inc.** ("ACC") is a not-for-profit, charitable corporation existing under the New York not-for-profit corporation law and has been determined to be a publicly supported organization as defined in the Internal Revenue Code. ACC provides fellowship awards to Asian and American individuals in the visual and performing arts, and also awards grants to cultural institutions engaged in international exchange projects. The Fund is the sole member of the ACC.

## 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The financial statements of the Fund and ACC have been prepared on an accrual basis. The significant accounting policies followed are described below:

**Principles of Combination:** The financial statements of the Fund include ACC of which it is the sole member. The accompanying statement of financial position and related statements of activities and of cash flows, and the schedule of functional expenses, as of December 31, 1997 and 1996, and for the years then ended, are presented on a combining basis to reflect the separate financial position and results of operations of the Fund and ACC. All significant interfund balances and transactions are eliminated in combination.

**Investments:** Investments in securities are carried at quoted market prices. Unrealized gains or losses are determined using quoted market prices at the respective balance sheet dates. Realized gains or losses from sales of securities are determined on a specific identification basis as of the trade date. Security costs are determined on a first-in first-out basis.

Investments in limited partnerships are valued on the basis of the Fund's equity in the net assets of such partnerships. In certain instances, portions of the underlying investment portfolios of the limited partnerships contain non-marketable or thinly traded investments which have been recorded at fair value as determined by management of the limited partnerships. As of December 31, 1997 and 1996, approximately \$19,900,000 and \$7,200,000, respectively, of the Fund's investments in limited partnerships were recorded at fair value as determined by the Fund's management or their designee, which might differ significantly from the market value that would have been used had a ready market for the investment existed.

Investments of the Principal Fund, Pocantico Fund, Ramon Magsaysay Award Foundation Fund, Asian Projects Fund and Pocantico Program Fund are pooled; interest and dividend income and realized and unrealized gains or losses are allocated to each fund using the unitized investment method.

**Grants payable:** Grants are recorded at the time of approval by the trustees and notification to the recipient. The Fund and ACC estimate that the grants payable balance as of December 31, 1997 will be paid as follows:

1998: \$4,849,559    1999: \$1,206,550    2000: \$320,800    2001: \$73,200    2002: \$52,800    2003: \$2,400    Total: \$6,505,309

The net present value of grants payable is not materially different from amounts committed to be paid.

Fellowships for minority students are awarded in three stages: for summer projects, graduate study, and student loan repayments.

**Tax status:** The Fund is exempt from Federal income tax under Section 501(c)(3) of the Internal Revenue Code and has been classified as a "private foundation." Provision has been made for the Federal excise tax on net investment income. In 1996, the Fund was subject to unrelated business income tax related to its investment in LIPCO Partners, L.P., and the appropriate provision has been made.

ACC is incorporated as a not-for-profit organization and is exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code, and has been determined to be a publicly supported organization.

**Fixed assets:** The Fund capitalizes fixed assets which includes leasehold improvements, furniture and fixtures, and office equipment. Depreciation and amortization of the fixed assets are provided over the following estimated useful service lives: leasehold improvements: life of lease; office equipment: 7 years; computer equipment: 5 years; computer software: 3 years. Fixed assets are presented net of accumulated depreciation and amortization of \$4,376,800 and \$3,506,000, respectively.

**Expenses:** The Fund and ACC report expenses on a functional basis, with all expenses charged either to a particular program or supporting service. Overhead expenses, including occupancy, telephone, and insurance, are allocated to functional areas based upon space used or actual usage, if specifically identifiable. The allocation of salary and related expenses for management and supervision of program service functions are made by management based on the estimated time spent by executives in the various program service functions.

**Use of estimates:** The preparation of financial statements in accordance with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reported period. Actual results could differ from those estimates.

**Prior year's financial statements:** Certain reclassifications of the 1996 financial information have been made to conform to the 1997 presentation. The financial information presented for 1996 in the accompanying financial statements is intended to provide a basis for comparison and reflects summarized totals only.

### 3. INVESTMENTS

Investments at December 31, 1997 and 1996 are summarized as follows:

	December 31, 1997			December 31, 1996	
	Cost	Unrealized Appreciation/ (Depreciation)	Market	Cost	Market
Short-term investments	\$24,000,075	\$686	\$24,000,761	\$31,365,445	\$31,365,468
Stocks	237,041,598	47,858,056	284,899,654	203,067,465	251,061,236
Bonds	106,623,193	2,463,697	109,086,890	116,295,543	118,131,894
Limited partnerships	32,998,991	(90,365)	32,908,626	11,098,659	10,385,851
Foreign currency fluctuations		(4,523)	(4,523)		168,977
	<u>400,663,857</u>	<u>50,227,551</u>	<u>450,891,408</u>	<u>\$361,827,112</u>	<u>\$411,113,426</u>

The cost of investments in each fund at December 31, 1997 and 1996 is as follows:

	December 31, 1997	December 31, 1996
Principal Fund	\$311,271,383	\$287,600,016
Pocantico Fund	52,158,386	48,815,122
Ramon Magsaysay Award Foundation Fund	3,398,311	3,185,564
Asian Projects Fund	2,980,206	2,787,024
Pocantico Program Fund	1,282,787	1,182,024
Asian Cultural Council, Inc.	29,572,784	18,257,362
	<u>\$400,663,857</u>	<u>\$361,827,112</u>

The Fund, through its investment advisors, periodically invests in foreign exchange contracts. Such contracts are recorded in investments at market in the accompanying financial statements. All transactions are executed by the Fund's investment managers in accordance with policies established by the Fund's Finance Committee. Gains and losses on these instruments are included in the determination of net realized and unrealized gains on investments, depending on whether the positions had settled prior to December 31, 1997. The terms of these contracts are generally 3 months or less. The table below summarizes, by major currency, the notional principal amounts of the Fund's foreign exchange contracts outstanding at December 31, 1996. At December 31, 1997, the Fund had no foreign exchange contracts outstanding. The "buy" amounts represent U.S. dollar equivalents of commitments to purchase the respective currency and the "sell" amounts represent the commitments to sell the respective currency.



	December 31, 1997			December 31, 1996		
	Buy	Sell	Unrealized Currency Gain/(Loss)	Buy	Sell	Unrealized Currency Gain/(Loss)
Japanese Yen	-	-	-	\$6,749,000	\$6,580,000	\$169,000

#### 4. PROGRAM-RELATED INVESTMENTS

The Fund's program-related investments have limited or no marketability and are stated at the lower of cost or estimated fair value. The Fund's real estate has been leased rent-free to a not-for-profit organization under the terms of an agreement which expires in the year 2056.

In February 1994, the Fund entered into a loan agreement with the Ramon Magsaysay Award Foundation ("RMAF") which authorized RMAF to borrow up to three million dollars during the period the loan commenced through December 31, 1995. The underlying promissory note bears interest on the unpaid principal at the rate of 6 percent per year; such interest accrued beginning January 1, 1995. Payment of principal of \$120,000 and related interest is to be made annually over the term of the loan and on December 31, 2019, the outstanding balance will be payable in full. The Fund had loaned RMAF the full amount authorized as of December 31, 1995 and received the appropriate repayments of principal and interest in the years ended December 31, 1995 through 1997.

#### 5. PENSION PLAN

The Fund and ACC participate in the Retirement Income Plan for Employees of Rockefeller Brothers Fund, Inc., et al., a noncontributory plan covering substantially all its employees. The Fund's and ACC's policy is to make contributions to maintain the plan on a sound financial basis.

The following table sets forth the plan's funded status and amounts recognized in the financial statements at December 31, 1997 and 1996 and for the years then ended:

Actuarial present value of benefit obligations:	1997	1996
Accumulated benefit obligation, including vested benefits of \$3,126,187 and \$2,424,470, respectively	\$3,402,740	\$2,672,115
Projected benefit obligation for services rendered to date	\$4,818,624	\$3,890,661
Plan assets at fair value	5,343,885	4,800,999
Plan assets in excess of projected benefit obligation	525,261	910,338
Unrecognized prior service cost	(46,078)	(47,885)
Unrecognized net gain from past experience different from that assumed and effects of changes in assumptions	165,115	(165,826)
Unamortized transitional net asset	(280,466)	(308,513)
Prepaid pension cost included in prepaid expenses	\$363,832	\$388,114
Net pension cost included the following components:		
Service cost—benefits earned during period	\$278,495	\$273,283
Interest cost on projected benefit obligation	291,800	260,864
Actual return on plan assets	(458,817)	(636,594)
Net amortization and deferral	(3,127)	201,123
Net periodic pension cost	\$108,351	\$98,676

The weighted-average discount rate and rate of increase in future compensation levels used in determining the actuarial present value of the projected benefit obligation were 7.0 percent and 5.0 percent in 1997 and 7.5 percent and 5.0 percent in 1996, respectively. The expected long-term rate of return on assets was 9 percent in 1997 and 1996.

#### 6. POSTRETIREMENT HEALTHCARE BENEFITS:

In addition to providing pension benefits, the Fund provides certain health care benefits for retired employees. Substantially all of the Fund's and ACC's employees may become eligible for these benefits if they reach age 55 while employed by the Fund and have accumulated at least five years of service. Such benefits are provided through an insurance company.

The following table sets forth the plan's status as of December 31, 1997 and 1996:

	1997	1996
Accumulated postretirement benefit obligation ("APBO"):		
Retirees	\$494,000	\$379,000
Active participants fully eligible for benefits	136,000	160,000
Active participants not fully eligible for benefits	481,000	591,000
	1,111,000	1,130,000
Unrecognized net gain	324,000	228,000
Accrued postretirement benefit cost	<u>\$1,435,000</u>	<u>\$1,358,000</u>

The net periodic postretirement benefit cost included the following components:

	1997	1996
Service retirement cost	\$59,000	\$65,000
Interest cost	70,000	78,000
Amortization of unrecognized gain	(18,000)	-
Net periodic postretirement benefit cost	<u>\$111,000</u>	<u>\$143,000</u>

Actual retiree premiums paid by the Fund and ACC during 1997 and 1996 amounted to \$34,000 and \$31,000, respectively.

The discount rate assumed in determining the APBO was 7.0 percent in 1997 and 7.5 percent in 1996. The medical cost trend rates assumed were 9 percent and declining to 5 percent over a seven-year period for 1997 and 1996. Increasing the assumed medical cost trend rate by 1 percent each year would result in increases in both the APBO and the net periodic postretirement cost of approximately \$195,000 and \$40,000 in 1997 and \$198,000 and \$37,000 in 1996, respectively.

## 7. RELATED PARTY TRANSACTIONS

The Fund paid Rockefeller and Co., Inc., fees of approximately \$197,900 and \$174,000 in 1997 and 1996, respectively, as one of its investment advisors and fees of \$47,000 and \$44,000 in 1997 and 1996, respectively, for the management of the Fund's qualified pension plans and other services. The Fund was reimbursed \$220,000 and \$204,000 in 1997 and 1996, respectively, for the fair value of certain expenses, including accounting and occupancy, by the Rockefeller Family Fund, Inc. The Fund was also reimbursed \$283,000 and \$7,000 in 1997 and \$257,000 and \$7,000 in 1996 for the fair value of certain expenses, including accounting and occupancy, by ACC and the David Rockefeller Fund, respectively.

The Fund paid fees in 1997 and 1996 of approximately \$1,251,000 and \$1,355,000, respectively, for maintenance of the Pocantico properties to Greenrock Corporation, which is wholly owned by Rockefeller family members.

## 8. FEDERAL TAXES

As a private foundation, the Fund is assessed an excise tax by the Internal Revenue Code. This tax is generally equal to 2 percent of net investment income; however, it is reduced to 1 percent if a foundation meets certain distribution requirements under Section 4940(e) of the Internal Revenue Code. For 1997 and 1996, the Fund provided for taxes on net investment income at the rate of 2 percent.

The Fund is subject to unrelated business income tax on a certain amount of the income derived from its investment in LIPCO Partners, L.P. In 1995, the Fund applied for federal and state refunds of 1992 and 1993 unrelated business income tax ("UBIT") totalling approximately \$296,000, which refund claims resulted from a carryback of capital losses incurred in 1994 with respect to the Fund's investment in LIPCO Partners, L.P. In connection with its review of the refund claims, the IRS raised the unrelated issue of whether the Fund was entitled to claim as a deduction against ordinary income the full amount of its allocable share of investment interest expense incurred by LIPCO Partners, or whether it was entitled to deduct only a portion of such expense. After receiving written technical advice from the IRS National Office, the IRS examining agent has determined that the Fund should be allowed to deduct only a portion of such interest expense. The Fund intends to petition for further review of its arguments supporting deduction of the full amount of interest expense, such review to take place at the Appeals Office of the IRS. If it were finally determined that only a portion of the interest expense is allowable as a deduction, among other things (i) the Fund would be entitled to no refund for the 1992 and 1993 years; (ii) the Fund would be subject to additional liability for federal and state UBIT for the 1992 through 1994 years of approximately \$240,000; (iii) the Fund would be required to return to the IRS approximately \$240,000 of a \$329,000 refund already received with respect to the 1995 year; and (iv) the Fund would be required to pay an additional \$75,000 in state UBIT for 1995. Although the Fund believed it had substantial arguments for deducting the full amount of the interest expense, the Appeals Officer sustained the examining agent's determination. Accordingly, for financial accounting

purposes, the Fund accrued in 1996, as amounts due, the additional unrelated business income taxes due (or required to be returned) for the 1992 through 1995 years, on the assumption that the Fund will be allowed to deduct only a portion of its interest expense. The Fund filed a protest with the Office of the Regional Director and is currently in negotiation discussions, through legal counsel, with the Office of the Regional Director, and expects to reach a settlement pursuant to which the Fund will pay only a portion of the additional taxes which the IRS has determined to be due. The Fund disposed of its investment in LIPCO Partners during 1996.

## 9. COMMITMENTS

The Fund, together with its affiliates, occupies office facilities which provide for minimum annual rental commitments excluding escalation as follows:

### Fiscal Year

1998: \$674,000 1999: \$399,000 2000–2002: \$2,091,000 2003–2007: \$3,655,000 2008–2012: \$3,825,000

The lease on its current space expires on December 31, 1998. On January 1, 1998, the Fund entered into a new lease agreement whereby it will relocate its offices in June 1998. The term of the lease for the new space is 15 years with one five-year renewal option.

On January 1, 1992, the Fund entered into a formal arrangement with the National Trust for Historic Preservation in the United States, whereby the Fund assumes the costs associated with maintenance and operations of the Pocantico Historic Area, including all utilities, real estate and other taxes, and impositions assessed against the property. In 1997 and 1996, these costs aggregated approximately \$1,533,000 and \$1,586,000, respectively. Under the same agreement, the Fund agreed to conduct a program of public visitation of the Pocantico Historic Area. Historic Hudson Valley was engaged by the Fund to operate this program on its behalf. The public visitation program commenced in April 1994.

## 10. ASIAN CULTURAL COUNCIL, INC.

Summarized financial results of the Asian Cultural Council, Inc. for the year ended December 31, 1997 and 1996 are presented below:

	1997				1996			
	Unrestricted	Temporarily restricted	Permanently restricted	Total	Unrestricted	Temporarily restricted	Permanently restricted	Total
Net assets, beginning of year	\$5,244,732	\$4,998,768	\$12,813,111	\$23,056,611	\$3,494,620	\$4,201,592	\$12,243,848	\$19,940,060
Total support and revenue	\$13,959,958	\$1,832,594	\$18,802	\$15,811,354	\$3,388,176	\$1,946,347	\$569,263	\$5,903,786
Net assets released from restriction	1,535,798	(1,535,798)	-	-	1,149,171	(1,149,171)	-	-
Program expenses	(2,708,168)	-	-	(2,708,168)	(2,205,557)	-	-	(2,205,557)
General management expenses	(486,320)	-	-	(486,320)	(581,678)	-	-	(581,678)
Change in net assets	\$12,301,268	\$296,796	\$18,802	\$12,616,866	\$1,750,112	\$797,176	\$569,263	\$3,116,551
Net assets, end of year	\$17,546,000	\$5,295,564	\$12,831,913	\$35,673,477	\$5,244,732	\$4,998,768	\$12,813,111	\$23,056,611

All contributions are considered to be available for unrestricted use unless specifically restricted by the donor. Unrestricted net assets represent resources over which the Board of Trustees has full discretion with respect to use. Temporarily restricted net assets represent expendable resources which have been time or purpose restricted by the donor. When a donor restriction expires, that is, when a stipulated time restriction ends or a purpose restriction is accomplished, temporarily restricted net assets are reclassified to unrestricted net assets and reported in the statement of activities as net assets released from restrictions.

Permanently restricted net assets represent contributions and other gifts which require that the corpus be maintained intact and that only the income be used as designated by the donor. Depending upon the donor's designation, such income is reflected in the statement of activities as either temporarily restricted or unrestricted income.

## EXHIBIT I: SCHEDULE OF FUNCTIONAL EXPENSES

For the Year Ended December 31, 1997 with Comparative 1996 Totals

ROCKEFELLER BROTHERS FUND ("RBF")									
	Direct Charitable Activities					RBF Total 1997	Asian Cultural Council, Inc.	Combined Total 1997	
	General Programs	Pocantico Fund	Pocantico Program Fund	Program and Grant Management	Investment Management				General Management
<b>SALARIES AND EMPLOYEE BENEFITS</b>									
Salaries	\$493,678	\$256,219	\$ -	\$1,212,663	\$92,129	\$717,356	\$2,772,045	\$579,448	\$3,351,493
Employee benefits	136,324	65,128	-	448,823	32,299	255,169	937,743	218,366	1,156,109
	630,002	321,347	-	1,661,486	124,428	972,525	3,709,788	797,814	4,507,602
<b>OTHER EXPENSES</b>									
Grants awarded	-	-	-	10,635,744	-	-	10,635,744	1,494,769	12,130,513
Fellowship and leadership program expenses	176,168	-	-	-	-	-	176,168	-	176,168
Federal excise and other taxes (Notes 2 and 8)	1,476	-	-	-	-	1,168,616	1,170,092	22,479	1,192,571
Unrelated business income tax (Notes 2 and 8)	-	-	-	-	-	-	-	-	-
Consultants' fees	150,340	18,095	-	117,305	31,303	89,747	406,790	133,964	540,754
Investment services	-	-	-	-	1,825,344	-	1,825,344	184,417	2,009,761
Legal and audit fees	6,750	18,126	-	-	46,223	145,169	216,268	18,631	234,899
Travel	121,070	12,336	-	289,998	4,052	42,744	470,200	90,473	560,673
Rent and electricity	86,438	-	-	327,901	19,027	228,325	661,691	131,822	793,513
Program conferences and events	48,721	-	64,909	-	-	-	113,630	4,273	117,903
Facilities maintenance and operations (Note 9)	-	1,533,469	-	-	-	-	1,533,469	25,501	1,558,970
Telephone	11,703	16,061	-	36,674	2,841	29,731	97,010	19,885	116,895
General office expenses	68,897	94,282	-	204,692	11,974	165,403	545,248	239,274	784,522
Publications	29,579	-	-	-	-	105,962	135,541	20,786	156,327
Fundraising expenses	-	-	-	-	-	-	-	-	-
Depreciation and amortization	15,818	528,768	-	87,937	28,573	199,291	860,387	10,400	870,787
	\$1,346,962	\$2,542,484	\$64,909	\$13,361,737	\$2,093,765	\$3,147,513	\$22,557,370	\$3,194,488	\$25,751,858

**EXHIBIT I: SCHEDULE OF FUNCTIONAL EXPENSES***(continued)*

	1996 RBF Funds	1996 Asian Cultural Council, Inc.	Combined Total 1996
<b>SALARIES AND EMPLOYEE BENEFITS</b>			
Salaries	\$2,677,995	\$532,391	\$3,210,386
Employee benefits	881,113	210,625	1,091,738
	<u>3,559,108</u>	<u>743,016</u>	<u>4,302,124</u>
<b>OTHER EXPENSES</b>			
Grants awarded	9,512,250	1,108,122	10,620,372
Fellowship and leadership program expenses	128,521	-	128,521
Federal excise and other taxes (Notes 2 and 8)	1,052,152	39,812	1,091,964
Unrelated business income tax (Notes 2 and 8)	925,434	-	925,434
Consultants' fees	224,720	98,294	323,014
Investment services	1,625,624	143,567	1,769,191
Legal and audit fees	237,581	20,251	257,832
Travel	440,614	87,679	528,293
Rent and electricity	653,772	124,476	778,248
Program conferences and events	146,844	2,505	149,349
Facilities maintenance and operations (Note 9)	1,585,393	18,792	1,604,185
Telephone	98,687	17,902	116,589
General office expenses	597,594	231,097	828,691
Publications	84,697	22,027	106,724
Fundraising expenses	-	120,230	120,230
Depreciation and amortization	861,195	9,465	870,660
	<u>\$21,734,186</u>	<u>\$2,787,235</u>	<u>\$24,521,421</u>

# Endowment Management

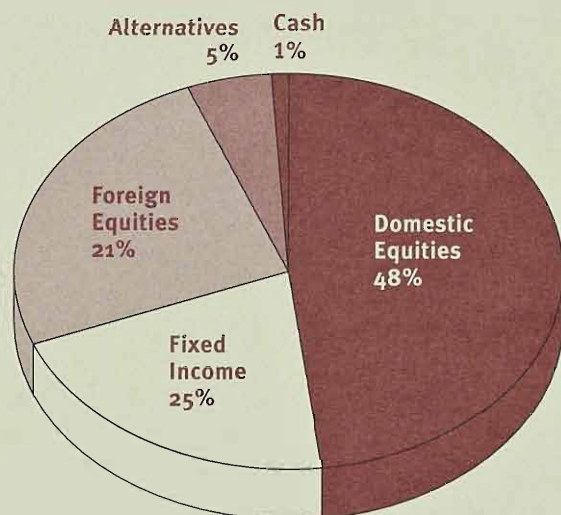
The overall objective of the management of the Fund's endowment assets is to provide a relatively stable stream of spendable revenue that increases over time at least as fast as the general rate of inflation, as measured by the Consumer Price Index. If this is to be achieved over the long term, the real (inflation-adjusted) value of endowment assets must be preserved net of annual distributions.

The trustees of the Fund, through the Finance Committee, delegate investment decisions to investment managers who operate within investment policies established by the trustees. The investment policies require that the endowment be diversified both by asset class and within asset classes, so that no single security or class of securities will have a disproportionate impact on the performance of the total endowment. At the end of 1997 the Fund's portfolio was managed by five domestic equity managers, four foreign or global equity managers, and two fixed income managers, representing a range of both types of investments and styles of investing. In addition, in the category of alternative investments the Fund participates in venture capital, buy-out fund, distressed securities, and real estate limited partnerships.

On December 31, 1997, the market value of the Fund's investments (not including the endowment of the Asian Cultural Council) was

\$414,842,670 compared with \$388,172,230 on December 31, 1996. The accompanying chart sets forth the asset allocation at year end. The total return on the Fund's marketable securities portfolio in 1997 was 17.7 percent, compared to 33.4 percent for the Standard and Poor's 500 Index; 1.8 percent for the Morgan Stanley Capital International's Europe, Asia and the Far East (EAFE) Index; and 3.2 percent for the Lehman Brothers Government/Corporate Bond Index.

In 1997, the Finance Committee continued to increase the diversification of the Fund's portfolio. A portion of the domestic equity allocation was committed to a mid-cap growth manager, and the foreign equity allocation was increased through the addition of two dedicated emerging market equity managers. Alternative investments were increased through the addition of one real estate fund, one distressed securities fund, and two private investment funds of funds organized by The Investment Fund for Foundations (TIFF).



# Trustees

Catharine O. Broderick  
Room 5600, 30 Rockefeller Plaza  
New York, New York 10112

David J. Callard  
Wand Partners Inc.  
Suite 2435, 630 Fifth Avenue  
New York, New York 10111

Colin G. Campbell  
437 Madison Avenue  
New York, New York 10022

Jonathan F. Fanton  
New School for Social Research  
66 West 12th Street  
New York, New York 10011

Neva R. Goodwin<sup>1</sup>  
11 Lowell Street  
Cambridge, Massachusetts 02138

Kenneth Lipper<sup>2</sup>  
Lipper & Co.  
101 Park Avenue  
New York, New York 10178

William H. Luers  
Metropolitan Museum of Art  
1000 Fifth Avenue  
New York, New York 10028

Abby M. O'Neill  
Room 5600, 30 Rockefeller Plaza  
New York, New York 10112

Richard D. Parsons  
Time Warner Inc.  
75 Rockefeller Plaza  
New York, New York 10019

Joseph A. Pierson  
Cypress Films  
Suite 415, 630 Ninth Avenue  
New York, New York 10036

David Rockefeller, Jr.<sup>1</sup>  
Room 5600, 30 Rockefeller Plaza  
New York, New York 10112

Richard G. Rockefeller  
71 Foreside Road  
Falmouth, Maine 04105

Steven C. Rockefeller  
Post Office Box 648  
Middlebury, Vermont 05753

Russell E. Train<sup>3</sup>  
World Wildlife Fund  
Suite 500, 1250 24th Street, N.W.  
Washington, D.C. 20037

Edmond D. Villani  
Scudder Kemper Investments, Inc.  
345 Park Avenue  
New York, New York 10154

## FINANCE COMMITTEE

Edmond D. Villani, Chairman  
Scudder Kemper Investments, Inc.  
345 Park Avenue  
New York, New York 10154

David J. Callard  
Wand Partners Inc.  
Suite 2435, 630 Fifth Avenue  
New York, New York 10111

Kim S. Fennebresque  
UBS Securities  
299 Park Avenue, 25th Floor  
New York, New York 10171

Henry Upham Harris, Jr.  
Smith Barney Shearson  
388 Greenwich Street, 36th Floor  
New York, New York 10013

Robert Kasdin  
University of Michigan  
503 Thompson Street  
Ann Arbor, Michigan 48109

Rodman C. Rockefeller  
Pocantico Associates, Inc.  
610 Fifth Avenue, Room 316  
New York, New York 10020

Robert B. Taylor  
Wesleyan University  
High Street, 2nd Floor  
Middletown, Connecticut 06547

<sup>1</sup> Until June 3, 1997; resumes board service on June 2, 1998

<sup>2</sup> Until June 3, 1997

<sup>3</sup> Advisory Trustee

# Officers and Staff

Abby M. O'Neill<sup>1</sup>  
*Chairman*  
Room 5600, 30 Rockefeller Plaza  
New York, New York 10112

Steven C. Rockefeller  
*Vice Chairman*  
Post Office Box 648  
Middlebury, Vermont 05753

Colin G. Campbell  
*President*  
437 Madison Avenue  
New York, New York 10022

Russell A. Phillips, Jr.<sup>2</sup>  
*Executive Vice President*  
437 Madison Avenue  
New York, New York 10022

Benjamin R. Shute, Jr.  
*Secretary & Treasurer*  
437 Madison Avenue  
New York, New York 10022

Geraldine F. Watson  
*Comptroller*  
437 Madison Avenue  
New York, New York 10022

Leah A. D'Angelo  
*Assistant Treasurer*  
437 Madison Avenue  
New York, New York 10022

## COUNSEL

Antonia M. Grumbach  
Patterson, Belknap, Webb & Tyler  
1133 Avenue of the Americas  
New York, New York 10036

## PROGRAM OFFICERS

William S. Moody  
Nancy L. Muirhead  
Michael F. Northrop  
Peter W. Riggs  
Ben Rodriguez-Cubeñas  
Caroline Zinsser  
Matthew Edes-Pierotti<sup>3</sup>  
*Director of Information Services*  
Charles L. Granquist  
*Director of Pocantico Programs*

Priscilla Lewis  
*Director of Communications and  
Special Assistant to the President*

Ann Florini<sup>4</sup>  
*Research Director, Project on World Security*

Jane Wales<sup>5</sup>  
*Project Director, Project on World Security  
Assistant to the President for International Security*

## PROGRAM SUPPORT

Ivye Allen<sup>6</sup>  
Cynthia B. Altman  
Miriam Aneses  
Thomas Bishop  
Gwyneth Borden<sup>5</sup>  
Judith Clark  
Regina Creegan  
Ernestine Faulkner  
Catalina M. Griffin  
Teresa Jeanpierre  
Joan A. Landis  
Julie A. Lesser  
Jacklyn A. Lloyd  
Bridget Massay  
A. Heather Masters  
Kimberly A. Miller  
Helen M. Morton  
Nelita O'Connor  
Elida Reyes  
Sandra Rideout  
Barbara Schauber  
Mabel Schettini  
Karin J. Skaggs  
Robert Stone  
Anne W. Suessbrick  
Joan E. Sullivant  
Susan C. Wolfrom

## CONSULTANT

James R. Rush

<sup>1</sup> Until June 2, 1998

<sup>2</sup> Until July 30, 1998

<sup>3</sup> Effective March 24, 1997

<sup>4</sup> Until May 31, 1997

<sup>5</sup> Until June 30, 1998

<sup>6</sup> Effective January 2, 1998



# How To Apply For A Grant

## GRANT APPLICATION GUIDELINES

To qualify for a grant from the RBF, as from most other foundations, a prospective grantee in the United States must be either a tax-exempt organization or an organization seeking support for a project that would qualify as educational or charitable. A prospective foreign grantee must satisfy an RBF determination that it would qualify, if incorporated in the United States, as a tax-exempt organization or that a project for which support is sought would qualify in the United States as educational or charitable.

A grantee must also be engaged in work that fits generally within the Fund's guidelines. To determine if you are eligible for a grant from the RBF, *please review the grantmaking guidelines and listings of recent grants* provided for each program area in this annual report. In addition, please note the following general and geographic restrictions.

*General Restrictions:* The Fund does not support building projects or land acquisition. Neither, as a general rule, does the Fund make grants to individuals nor does it support research, graduate study, or the writing of books or dissertations by individuals. There are two exceptions. First, the Rockefeller Brothers Fund Fellowships, under the education program, have been awarded since 1992 to individuals selected from colleges that, because of their particular support of minority students, have been invited by the Fund to participate in the fellowship program. No new fellowships will be awarded after 1997. Second, through the Program for Asian Projects, the Fund supports projects that exemplify both the spirit of the Ramon Magsaysay Awards and the program concerns of the Fund; these grants are available only to Ramon Magsaysay Awardees, including individuals, and to the Ramon Magsaysay Award Foundation.

*Geographic Restrictions:* The Fund's Sustainable Resource Use and Nonprofit Sector programs are limited to the United States (or North America, in the case of the Sustainable Resource Use program); Central and Eastern Europe (Poland, the Czech Republic, Hungary, and Slovakia only, except for occasional cross-border or regional projects that involve one or more of these countries); East and Southeast Asia (China, Japan, Korea, Vietnam, Cambodia, Laos, Thailand, Philippines, Malaysia, Indonesia); and the Russian Far East (including the Kamchatka Peninsula, the Sea of Okhotsk and its coastal region, and the island of Sakhalin). Normal grantmaking is currently suspended in the World Security program, pending completion of a two-year program review in late 1998. The Education program is active only in the United States. Geographic restrictions for the New York City and South Africa programs are self-evident; please note that the Fund is not active in any other African country. No program of the Fund is active in Latin or South America.

Although the RBF has made substantial gifts to organizations and programs in which it has considerable interest, most grants are between \$25,000 and \$300,000, often payable over more than one year but typically not more than three.

## THE GRANTMAKING PROCESS

A preliminary letter of inquiry is recommended for an initial approach to the Fund. Such a letter, which need not be more than two or three pages in length, should include a succinct description of the project or organization for which support is being sought and its relationship to the Fund's program, information about the principal staff members involved, a synopsis of the budget, and an indication of the amount requested from the Fund. Letters of inquiry should be addressed to Benjamin R. Shute, Jr., Secretary and Treasurer, at the offices of the Fund. The review of inquiries is ongoing throughout the year.

Each letter of inquiry to the RBF is reviewed by one or more members of the staff, who try to be prompt in notifying applicants if their plans do not fit the current program guidelines or budgetary restraints. If a project is taken up for grant consideration, staff members will ask for additional information, including a detailed proposal, and almost certainly for a meeting with the principal organizers of the project.

A detailed proposal, when requested, is expected to include a complete description of the purpose of the project or organization, the background and the research that have led to the development of the proposal, the methods by which the project is to be carried out, the qualifications and experience of the project's or organization's principal staff members, a detailed, carefully prepared, and realistic budget, and a list of those who serve as board members or advisers to the project. Attached to each proposal must be a copy of the organization's tax exemption notice and classification from the Internal Revenue Service, dated after 1969, and a copy of its most recent financial statements, preferably audited. Proposals from former grantees of the Fund will be considered only after earlier grants have been evaluated and grantees have submitted necessary reports of expenditures of those grants.

Grants are awarded by the trustees, who meet regularly throughout the year.

Fund grantees are required to submit financial and narrative reports at specified intervals and at the end of each grant period. In addition, RBF staff members follow projects along throughout the life of the grant and evaluate the project at the end of the period. The evaluations become part of the Fund's permanent records.

## ADDITIONAL INFORMATION

The Fund maintains a World Wide Web site at [www.rbf.org](http://www.rbf.org) that includes information about the Fund's program guidelines, descriptions of recent grants, and a list of currently available publications. Additional nonprofit sector resources can be found on the Links page of this Web site. Publications may be requested via e-mail at the following addresses:

**Annual Reports:** [anreport@rbf.org](mailto:anreport@rbf.org)

**Guidelines:** [guidelines@rbf.org](mailto:guidelines@rbf.org)

**Other Publications:** [publications@rbf.org](mailto:publications@rbf.org)  
(occasional papers and press releases)

In addition to publishing an annual report, the Rockefeller Brothers Fund submits grants information on a regular basis to the Foundation Center for inclusion in its publications, including *The Foundation Grants Index Quarterly* and *The Foundation 1000*. Foundation Center grants data also appear online via DIALOG. The Foundation Center maintains reference libraries in New York, New York; Washington, D.C.; Atlanta, Georgia; Cleveland, Ohio; and San Francisco, California; and Cooperating Collections in more than 200 locations nationwide provide a core collection of Foundation Center publications. Information about the location of Cooperating Collections can be obtained from the Foundation Center by calling 1-800-424-9836 (toll-free). The Foundation Center Web site, [www.fdncenter.org](http://www.fdncenter.org), contains additional information about Foundation Center materials and services.

# Index

## A

Abyssinian Development Corporation 70, 108  
Access: Networking in the Public Interest 50, 52, 104  
African-American Early Childhood Resource Center 59  
Aidwatch 32, 36, 102  
Air and Waste Management Association 35, 101  
Alaska Marine Conservation Council 29, 34, 100  
Alcala, Angel C. 109  
Amber Trail Greenway 33  
American Academy of Arts and Sciences 63, 107  
American Oceans Campaign 29, 30, 34, 100  
American Trust for Agriculture in Poland 101  
Ariyaratne, A.T. 85, 109  
Arkansas Institute for Social Justice 67, 72, 107  
Ashoka: Innovators for the Public 51, 52, 104  
Asia Business Initiative 48  
Asia Foundation 48, 52, 104  
Asian Cultural Council 8, 43, 95-96, 104  
Asian Institute of Management 109  
Asian NGO Coalition 102  
Aspen Institute, Inc. 43, 104  
Association of Small Foundations 49, 52, 104  
Atlantic Center for the Environment 33

## B

Bank Street College of Education 58, 63, 107  
Banks, Lauren M. 60, 61  
Bañuelos, Ruby 60, 61  
Bedi, Kiran 109  
Beneficial to the Public Fund 101  
Bhatt, Chandi P. 85, 110  
Bhatt, Ela R. 85, 110  
Bird, Angela I. 60, 61  
Brown, Thabiti A. 60, 61

## C

Calder, Alexander 89  
California, University of at Santa Barbara 30, 37, 102  
Campbell, Colin 9, 45  
Cantu, Isaias Jr. 60, 61  
Cape Town, University of 80, 81, 109  
Carnegie Endowment for International Peace 41, 43, 104  
Center for Clean Air Policy 101  
Center for Environment, Technology and Development  
Malaysia 24, 36, 102  
Center for International Environmental Law 28, 34, 99  
Center for Marine Conservation 29, 34, 100

Center for Strategic and International Studies 53, 106  
Center for the Early Childcare Workforce 107  
Central European Stewardship Program 33  
Centre for Early Childhood Development 81, 109  
Centre for Environmental Studies Foundation 35, 101  
Chanawongse, Krasae 85, 110  
Chaordic Alliance 29, 35, 100  
Charities Evaluation Services 51, 52, 104  
Charles Stewart Mott Foundation 31  
Chiang Mai University 36, 102  
Chicago, University of 53, 106  
Citizens Committee for New York City 69, 72, 108  
Civicus: World Alliance for Citizen Participation 106  
Civil Society Development Foundation 104  
*Civil Kurazsi* 48  
Clayton, Wellesley Jr. 60, 61  
Clean Air Action Group 101  
Cole, Laura 60, 61  
Columbia University 69  
Committee for Hispanic Children and Families 66, 72, 107  
Common Cents 71-72, 107  
Community Action Project of Brooklyn 66, 72, 107  
Comprehensive Community Revitalization Program 69  
Coney Island Parents Education Committee 67  
Conference Board 48, 52, 104  
Conservation Law Foundation 29, 35, 100  
Consultative Group on Biological Diversity 30, 34, 99  
Cortez, Jennifer 62  
Council on Foreign Relations 43, 104  
Council on Foundations 46, 47, 49, 53, 104, 106  
Council on Renewable Energy in the Mekong Region 32, 36, 102  
Craig, Todd K. 60, 61  
Creel, Dana 9

## D

Daly, John V. 110  
David Suzuki Foundation 28  
Development Facilitation Training Institute 80  
Devi, Mahasweta 83  
Dietel, William 9  
Dinkins, Delvin 62  
Distance Education Project for Teacher Development 78  
Domenech, Maria I., 60, 61  
Do Something 107  
Driver, Justin 62

## E

- E&Co. 26, 34, 99  
Earth Island Institute 30, 34, 36, 102  
Earthlife Canada Foundation 28, 34, 99  
East Side House, Inc. 108  
East-West Center Foundation 36, 102  
Ecologists Linked for Organizing Grassroots Initiatives and Action 51, 52, 104  
*Economic Globalization and Political Stability in Developing Countries* 41  
Ecotrust Canada 28, 34, 99  
Ekopolis, Nadacia 33  
Elwell, Sarah A. 60, 61  
Energy Probe Research Foundation 32, 36, 102  
Enterprise Foundation 69, 72, 108  
Environmental Advantage 35, 100  
Environmental Defense Fund 34, 99  
Environmental Media Services 24  
Environmental Partnership for Central Europe 31, 32, 35, 51, 101, 104  
Environmental Partnership Foundation 51, 52  
Environmental Training Project Slovakia Foundation 51, 52, 104  
ERA Initiative Trust 79, 81, 109

## F

- Family Foundation of North America 50, 52, 105  
Family Service America 50  
Fellowships for Minority Students Entering the Teaching Profession 8, 56, 60, 61, 62, 88, 107  
Focus on the Global South 36, 102  
Forest Products Buyers Group 35, 100  
Forest Stewardship Council 27  
Fort Hare, University of 78, 81, 109  
Foundation Center 106  
Foundation for a Civil Society 51, 52, 101, 105  
Foundation for International Environmental Law and Development 99  
Foundation for Ecological Recovery 36, 103  
Foundation for Organic Agriculture 35, 101  
Foundation for the Support of Ecological Initiatives 101  
Friends of the Earth 101  
Fund for Independent Publishing 105

## G

- German Marshall Fund of the U.S. 31, 35, 101  
*Global Interdependence and the Need for Social Stewardship* 42  
Global Interdependence Initiative 8, 11, 42  
Global Kids, Inc. 107  
Gonzalez, José 60, 61  
Gonzalez, Raul C. 60, 61  
Grassroots Alternative Special Program 78  
Grassroots Educare Trust 78, 81, 109  
Green Korea 103  
Greene, Maxine 55  
Greenpeace Environmental Trust 34, 99  
Greenways Zelene-Stezky 102

## H

- Hanum, Zakiah Dato 110  
Haribon Foundation for the Conservation of Natural Resources 36, 103  
Harvard University 106, 107  
Hata, Prateep U. 110  
Healthy City Foundation 105  
Henry Street Settlement 71, 72, 107  
Hewitt, Mattie Edwards, 89  
Hiramatsu, Morihiku 85, 110  
Hispanics in Philanthropy 52, 105  
Historic Hudson Valley 88  
Human Rights Watch 30, 36, 103  
Hungarian Foundation for Self-Reliance 51, 52, 105

## I

- Im-Soon, Kim 110  
Independent Sector 47, 53, 106  
Independent Examinations Board 109  
Indonesian Foundation for Advancement of Biological Sciences 36, 103  
Information Center for Foundations and Other Not-for-Profit Organizations 105  
Institute for Agriculture and Trade Policy 35, 100  
Institute for Education and Social Policy 67  
Institute for Environmental Policy 102  
Institute for Sustainable Development 102  
Institute for Transportation and Development Policy 102  
International Association for the Study of Common Property 32, 36, 103  
International Center for Not-For-Profit Law 48, 53, 106  
International Conference on Supporting the Nonprofit Sector in Asia 11, 48, 49  
International Institute for Energy Conservation 32, 36, 99, 102, 103  
International Rivers Network 37, 103  
*Inventory of Security Projects* 40  
ISAR 33, 36, 102  
Iwamura, Noboru 85, 110

## J

- Johns Hopkins University 105, 106  
Jones, Janene D. 60, 61  
Japan Center for a Sustainable Environment and Society 103  
Japanese NGO Center for International Cooperation 52, 105

## K

- Kiko Forum 24, 37, 103  
King, Sophia A. 60, 61  
Kykuit 87, 89

## L

- Land and Water Fund of the Rockies 100  
Latino Pastoral Action Center 70, 72, 108  
Learning for All Trust 109  
Luers, William 9

**M**

Maamo, Sister Eva Fidel 83  
 Mangrove Action Project 30  
 Marine Conservation Biology Institute 28, 34, 99  
 McCalpin, William F. 9  
 Mehta, Mahesh Chander 83  
 Mitchell, Valerie E. 60, 61  
 Mora, Eduardo 60, 61  
 Morningside Area Alliance, Inc. 70, 72, 108  
 Mothers on the Move 67, 72, 108  
 Mt. Zion Baptist Church of Bensonhurst 72, 108  
 Murillo, Marisela, 60, 61

**N**

Nádasdy Foundation for Arts and Environment 36, 102  
 Natal, University of 79, 81, 109  
 National Black Child Development Institute 58, 59, 63, 107  
 National Center for Nonprofit Boards 46, 53, 106  
 National Center on Philanthropy and the Law 48, 52, 105  
 National Civic League of Colorado 108  
 National Council of Nonprofit Organizations 105  
 National Environmental Trust 24, 35, 100  
 National Humanities Center 63, 107  
 National Trust for Historic Preservation 88  
 National Wildlife Federation 34, 99  
 Natural Resources Defense Council 28, 34, 99  
 Nautilus of America, Inc. 103  
 Neighborhood 2000 Fund 70  
 Neighborhood Citizenship Project 70  
 New England Aquarium 29, 35, 100  
 New England Environmental Policy Center 35, 100  
 New England Natural Resources Center 27, 35, 100  
 New Readers Project 79  
 New School for Social Research 80  
 New School University 52, 105  
 New York ACORN 67  
 New York Community Trust 70, 73, 108  
 New York Regional Association of Grantmakers 47, 53, 106  
 New York Restoration Project 68, 69, 73, 108  
 New York University 72, 108  
 New York University School of Law 48  
 Nonprofit Enterprise and Self-Sustainability Team 51, 52, 105  
 Nonprofit Foundation 48, 53, 106  
 Northwest Bronx Community and Clergy Coalition 67,  
 72, 108  
 Nuestra Gente Program 70

**O**

Ogata, Sadako 83  
 O'Neill, Abby M. 17  
 One World 5, 6, 19  
 Ozone Action 100

**P**

Pacific Environment and Resources Center 33, 34, 99  
 Panyarachun, Anand 83  
 Parent Policy Development Program 66  
 Parents Organized to Win Education Reform 66

Parents Organizing Consortium 66, 67  
 People for Puget Sound 29, 35, 100  
 Perez, Nora L. 60, 61  
 Pesticide Action Network-North America Regional Center  
 103  
 Pew Charitable Trusts 30  
 Philanthropic Collaborative, Inc. 69, 70, 73, 108  
 Philanthropic Research, Inc. 47, 53, 106  
 Phillips, Russell A., Jr. 9, 17  
 Pocantico Conference Center 6, 21, 60, 87-88  
 Pocantico Conferences 90-93  
 Pocantico Historic Area 6, 21, 87  
 Polish Children and Youth Foundation 105  
 Polish Ecological Club 102  
 Poon, Eric J. 60, 61  
*Poverty, Inequality, and Conflict in Developing Countries* 41  
 Prado, Coretta D. 60, 61  
 Principals Institute 58  
 Pro Excellencia 105  
 Program for Asian Projects 84  
 Program for Educational Leadership 60  
 Project 180 49, 50, 52, 105  
 Project for Public Spaces, Inc. 69, 73, 108  
 Project Literacy Trust Fund 79, 81, 109  
 Project Next Step 69  
 Project on Governance and World Security 41, 43, 87  
 Project on World Security 39-41, 87  
 Public Interest Projects 24, 35, 100

**Q**

Quebec-Labrador Foundation 36, 102

**R**

Ramon Magsaysay Award Foundation 6, 17, 21, 83, 84, 85,  
 109, 110  
 Redefining Progress 26, 34, 99, 101  
 Reyes, Gilberta K. 60, 61  
 Rockefeller Archive Center 89  
 Rockefeller Family Fund 53, 106  
 Rockefeller, John D., 3rd 8, 96  
 Rockefeller, John D., Jr. 20  
 Rockefeller, Nelson A. 9  
 Rockefeller, Steven C. 9

**S**

Samar, Sima 85, 110  
 Santos, Ana Delos 60, 61  
*Selling Solar: Financing Household Solar Energy in the  
 Developing World* 24  
 Sherman Creek Revitalization Effort 68, 69  
 Shourie, Arun 110  
 Slovak Academic Information Agency 105  
 Social Uses of Literacy 80  
 Solar Century Limited 26  
 Solar Development Corporation 11, 24  
 Solar Electric Light Fund 24, 100  
 South African Institute of Distance Education 109

South Bronx Churches Sponsoring Committee 66, 72, 108  
Southern Education Foundation 57, 63, 107  
Staples, Jeanine M., 60, 61  
Student Conservation Association 71, 72, 108  
Subbanna, K.V. 110  
Summer Scholars Program 57  
Surdna Foundation 69, 73, 108  
Sustainability Institute 37, 103  
Swaminathan, M.S. 85, 110  
Sydney, University of 32, 37, 103  
Synergos Institute, Inc. 105

## T

Tambuyog Development Center 37, 103  
Teachers as Leaders Initiative 57  
*The New Security Thinking: A Review of the North American Literature* 40  
Thompson, William J. 60, 61  
Tides Center 28, 34, 100, 101  
Timm, Richard 110  
Toer, Pramodya Ananta 85, 110  
Tri-State Transportation Campaign 101  
Trust for Civil Society in Central and Eastern Europe 11, 51  
Tufts College, Trustees of 103

## U

Ulster, University of 78, 81, 109  
Union of Concerned Scientists 101  
Union Institute 53, 105  
United States Institute of Peace 43, 104  
United States Student Association Foundation 72, 108  
University of Cape Town Fund 109  
University of the North 80, 81, 109  
Urban Force 71  
USAID 51

## V

Valhalla Wilderness Society 28, 34, 100  
Valyasevi, Aree 85, 110  
Verghese, B.G. 85, 110  
Viravaidya, Mechai 110  
Virtual Foundation 51  
Voluntary Organizations Initiative in Central and Eastern Europe/Eurasia 51, 53, 105  
Von Vacano, Claudia N., 60, 61

## W

Western Ancient Forest Campaign 35, 101  
Wheelock College 107  
White, E. B. 65  
Wilderness Society 35, 101  
World Bank 11, 16, 42  
World Resources Institute 36, 102  
Worldwatch Institute 34, 100

## Y

Yale University 103  
Youth, Community Gardens and the Urban Environment 69, 70  
Yunnan Academy of Social Sciences 37, 103

## PHOTO CREDITS

Jerry Thompson 5, 6, 9, 10, 11, 13, 17, 40, 46, 88, 90, 91, 92  
Solar Electric Light Fund 24  
Ian McAllister 27, 28  
Richard Lord 30, 32, 74 (*and as an icon throughout*), 76, 78, 80  
Associated Press AP 49  
Ashoka: Innovators for the Public 51  
David Crenshaw 56  
CLEO Photography 58 (*bottom*)  
Betsy Brody 58 (*top*)  
Bank Street College of Education 59  
Darrell Hudson 60  
Laurence Kaufman 62  
Carter Craft 64 (*and as an icon throughout*)  
Community Action Project 66  
A. Gavaris 68  
Shermane Bilal 70  
Peter Barton 71  
Mary Louise Pierson 86 (*and as an icon throughout*), 89  
Chi Wai Cheung 94  
Michael Dames 96

## CHART SOURCE

*Yearbook of International Organizations*, 1996/97 edition 43

