

International Grantmaking: Trusting Relationships are Critical to Success

A Community Conversations webinar recorded on May 16,
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NATIONAL CENTER FOR
FAMILY PHILANTHROPY

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Featuring:



Sylvia Brown

Sylvia Brown Smart Donors



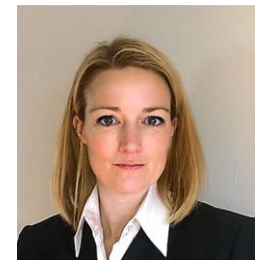
Ashley Barrett

Godley Family Foundation



Kimberly Myers Hewlett

Flora Family Foundation



Jenny Kelly

Roy A. Hunt Foundation

Transcript of the *Community Conversation* webinar, *International Grantmaking: Trusting Relationships Are Critical to Success*. Recorded on May 16, 2023.

Daria Teutonico:

Welcome, everyone. My name is Daria Teutonico and I'm a director of programs at the National Center for Family Philanthropy. Thank you for joining us today for our Community Conversation on international grant making.

NCFP'S Community Conversations are topical webinars on issues and trends in family philanthropy and are available to the field at large. These events lift up experts in the field, challenge philanthropists in their thinking and practices, and share timely stories and strategies in the family philanthropy community.

So today, we're talking about international grant making. As you all know, systemic challenges such as climate change, racial justice, and gender equity exists beyond the borders of the United States. Philanthropic families seeking to ramp up their international giving face a variety of challenges and opportunities, including identifying partner organizations and building trusting relationships with them. So in this webinar, we will explore several framing questions.

How can philanthropic families be effective international funders? How can you develop trusting relationships with grantee partners from afar? And what are some good practices in doing this work?

But before we begin, just a little bit about our webinar technology. We want this webinar to be interactive, so please submit questions for the panelists. To ask a question, please use the question box, as indicated in the slide. I'm sure you're all very familiar with this . When sending in a question, if you wish to remain anonymous, please let us know that also.

In addition, the webinar is being recorded and a replay will be made available to all attendees and registrants. If you experience any technical issues, please reconnect to the technology or you can also email my colleague, Jen Crino at ncfp.org, and you can see her email there. And as always, you're welcome to chat with us on Twitter about today's webinar using the hashtag [#ncfpweb](https://twitter.com/ncfpweb).

So now, let me briefly introduce our panel before we move into the discussion. Today we're joined by a wonderful panel. We have Sylvia Brown, founder and president of Sylvia Brown Smart Donors. She's also our moderator today. And also, we worked very closely together in developing this webinar.

Also, we have Ashley Barrett, the Executive Director of the Godley Family Foundation, Kimberly Myers Hewlett, who is the President of the Myers Family Foundation, a director at the Flora Family Foundation, and a board member of NCFP. And we have Jenny Kelly, who is the Executive Director of the Roy A. Hunt Foundation.

So we're so thrilled to have everyone, all of you joining us here this morning and this afternoon on this important topic. And Sylvia, I want to turn it over to you and I'm excited about the conversation.

Sylvia Brown:

Well, it's great to be with you. And I thought I would start by telling you just a little bit about myself. I am a philanthropist who has chosen donor education as my cause. To this end, I produce resource materials, including virtual courses called Smart Donors Make a Difference to help others give more thoughtfully and effectively.

I created such a course for NEID Global as an introduction to international giving that's informed by my own experience of 25 years in international development. The network of engaged international donors, NEID Global, is a wonderful community of international donors that I've been a member of for the past seven years. It provides the resources and support that will allow you to shape your own journey into international philanthropy.

If you're watching this webinar, you're probably interested in giving internationally or you've already started to do so, but want to be more purposeful and intentional. So you're a pretty exceptional bunch because only about 5% of the more than \$485 billion Americans donate to charity each year are earmarked for international assistance. Unfortunately, too many people still mistakenly believe that development assistance goes to corrupt wasteful governments or to fund luxurious lifestyles for expatriate aid workers. Some people are uncomfortable supporting programs they cannot visit while others feel overwhelmed by the magnitude of global development challenges.

I hope you were able to watch my short video on the international assistance landscape, which you were sent a few days ago, which is actually taken from the NEID Global course I created. You may remember this chart, which shows both how big the space really is, \$850 billion, but how small philanthropies' role is, just 8% of the total compared to remittances, government aid and private sector investment. And that 97% of international assistance goes to very large, well-established international charities.

You may also remember that there are exciting new trends, notably the revolutionary impact of technology, as well as the rise of new philanthropists in the Global South, but also the increasing role of China. Most importantly, you were hopefully convinced that private philanthropy can play a critical role by funding innovative solutions, taking risks, and as we'll see, building trusting relationships at the grass root level so that local leaders can have an outsize impact.

Historically, much international has been triggered by calamities and as ad hoc giving, such as giving \$10 to Ukraine on your phone. Fortunately, more and more Americans are now developing long-term interests in international challenges beyond a specific crisis. Some are driven to address the vast inequities that exist [inaudible 00:06:20] world. Others worry about the increasing number of viruses

like HIV AIDS, SARS, Ebola, or COVID that are moving from wild animals into the global bloodstream. Maybe we can have the next slide.

And again, still others are concerned with the loss of cultural identity that can accompany globalization. And quite simply, your charitable dollar goes much further in most low-income countries than it does in the United States. Thanks to major improvements over the last decade in the infrastructure of international development, it's now possible to make a critical difference by supporting organizations on the other side of the world, which otherwise would have few sources of local funding. Why is this so important? Well, here's a short video explanation. And shall we see the video?

Almost all humanitarian and development assistance flows through international NGOs, many of which still employ an outside-in approach, identifying problems and solutions with little consultation of the people served. Programs are designed to show high-impact quickly or the funding is pulled. When local organizations are subcontracted to execute programs for international NGOs, who themselves receive funding from governments and multilateral organizations, the rigid budget structures, heavy reporting requirements and short project cycles cascade all the way down the line.

International NGOs tend to be enthusiastic about funding pilots, less so about replication and scaling successful startups. Staff changes mean lost institutional knowledge. So perhaps a better approach is to build the capacity of local leaders and grassroots organizations to define and solve their community's issues, with outsiders providing technical assistance, fundraising support, and networking as requested.

Grassroots organizations are uniquely placed to understand systemic problems and offer targeted solutions. They possess the trust, knowledge, and social capital required to effectively serve their communities. With the capacity to solve real world problems in groups of 100 to 10,000, community organizations can incubate, test, iterate, and prove ideas that can then be taken to scale, particularly in partnership with government entities.

And by strengthening the social fabric of a community, grassroots organizations can build a collective voice and demonstrate collective impact to demand more from their governments. Local leaders provide consistency, continuity, and cultural sensitivity to implement sustainable lasting solutions. And we know that systemic change takes far longer than the usual five-year grant cycle.

And when compared to large international NGOs with high operating costs, grassroots organizations are more efficient with capital because they're embedded in their communities. These organizations have always existed, but until recently, they've remained in the shadows, seen as too small or lacking in the formal capacity that global development actors need for rapid impact. For example, less than 2% of international humanitarian aid goes to local organizations in the countries affected by disasters. Only 5% of US foundation giving to Africa goes to African-led organizations.

Today, however, donors realize that grassroots organizations are an effective mechanism for impacting hard-to-reach populations in large numbers. But how to provide them with the flexible, unrestricted

funding, coupled with the appropriate technical expertise and networking they need to grow and thrive? How to balance proposals and reporting requirements to both satisfy the requirements of foreign donors, while not overwhelming local leaders, who often feel they're in perpetual survival mode?

A growing number of organizations in the US are tackling this challenge such as One World's Children's Fund. The story of One World's launch in 2000 is a common one. Three friends traveling in India were moved to do something upon their return home. But while most heartfelt initiatives of this kind fizzle out after a few years, these founders adopted a more strategic approach by launching a fiscal sponsorship service to grassroots organizations around the world working with children so they can fundraise in the US.

One World also offers training in organizational sustainability. More and more intermediary organizations are recognizing the catalytic power of supporting grassroots initiatives. Some, like the Global Fund for Children, act like investment funds and channel donations to community groups they've selected and vetted. Others, like Firelight, use donor dollars specifically to build the financial, technical and organizational capacity of grassroots organizations.

Even a very small initiative, like WEEMA, focused on water, health, education and economic opportunity in a specific region of Southern Ethiopia, is grounded in the principles of holistic community-led development. Indeed, approaches such as user-centered design, participatory research and community-driven assessments to find long-term systemic solutions are fast gaining traction in the international development assistance landscape.

The video we've just seen mentions a few intermediary organizations that will ensure your funds get effectively channeled to grassroots organizations. But what if you want to engage in more meaningful relationships and partner with local organizations? Well, today we're going to meet representatives from three family foundations of different sizes that are all at different stages of their international journey. But what they have in common, other than being both NEID Global and NCFP members, is they all have forged trusting relationships with peer organizations and with their grantees.

Jenny Kelly is the Executive Director of the Roy A. Hunt Foundation of Pittsburgh, Pennsylvania, which recently started allocating funds to international development. Today, it's about 7% of its annual grant making. Ashley Barrett is the Executive Director of the Godley Family Foundation of Rhode Island, which has been giving internationally for 10 years. Today, that represents about 50% of its annual grant making. And Kimberly Myers Hewlett is a family council member of the Flora Family Foundation of Menlo Park, California, which has also allocated funds to international development since its inception 25 years ago. Today, they represent 56% of its grant making. Thanks so much for joining me today to talk about your experiences. Let's begin with how... Yeah.

Daria Teutonico:

So sorry to interrupt, but your video is not on. I wasn't sure if you wanted turn it on.

Sylvia Brown:

Absolutely. Sorry about that.

Daria Teutonico:

No worries. Thank you so much. Sorry for interrupting.

Sylvia Brown:

Yeah, that's okay. There we go. Thanks so much for joining me today, all of you, to talk about your experiences. Let's begin with how you started your international grant making. How did you engage your trustees and what was your learning journey? Jenny, will we start with you?

Jenny Kelly:

Sure. Sure, sure. I hope everyone can hear me okay. So we had an interesting genesis and how we started out. We have a lot of my trustees, I have currently have 34, and we span, we were at 90 to 21, we're now in the 75 to 21 year old. But we have a lot of international experience with people who have funded for a long time personally, internationally, or have worked in that space at different NGOs. So we've always had some international funding, but it's never really been formalized.

And in about, I would say it was about 2015, we started at giving circle, and we started out as a learning circle. So the trustees got together, spent some time learning and reading and trying to figure out what we wanted to do. And then it sort of fizzled out a little bit. We had people doing different things. And we picked it back up again in about 2018, and we formed the giving circle again and we got back together and really sort of talked about what we wanted to do.

In the first year or two, we really relied on our committee, their expertise, their interests. So we weren't particularly focused, we didn't have a statement of direction, but we were saying, "We really care about women, we care about water, let's pick and choose." And so we did a couple of years of funding.

And then in 2019, we really embarked on a more strategic learning journey. And you mentioned a bunch of names, and I see there are a bunch of people on this list attending who have been incredibly helpful to us on our journey along the way. But what we did, is we talked among ourselves in our learning and we created a statement of direction and then we really floated that out to people who were in the field who were doing the work. So a lot of the experts, but we reached out to Firelight and

Amplify and we reached out to Siegel Family Foundation who has been incredibly helpful to us. And we said, "Hey, here's what we're thinking. Give us your thoughts with your expertise. What do you think about this direction?" And we got feedback.

And so we spent about a year really honing in a statement of direction. And then we started funding really in, we're now in full swing. 2021 was really our first year when really applied some of our grants to that statement of direction. So we're just about to hit our third cycle of funding on that. But we really relied heavily on the experts that are on this call and out there who are doing the work to figure out what we wanted to do. And so that's how we started. It was a slow ramp up, but I think we're gaining some traction now.

Sylvia Brown:

And Ashley?

Ashley Barrett:

Great. Thank you. So nice to be here with all of you. So how we got started, I would say it was really trustee-driven. The Godley family, when they first initiated this foundation 10 years ago, the lead trustees had done a lot of travel internationally themselves, they had done some medical mission trips where they went to a country for a week or two and to do some medical work, they are in the medical field.

And so I think when they started the foundation, they really had those international values to start off and they started looking at how to get involved in this work and initially found a partner with a larger NGO, AmeriCares, which is doing healthcare work all around the world, both disaster response and other healthcare strengthening work. And that has been an incredibly valuable partnership for the foundation.

But then as the foundation evolved, also started looking at some kind of earlier stage social entrepreneurs working in different places around the world. The trustees also have an entrepreneurial spirit to them, wanted to look at some earlier stage smaller organizations and developed partnerships with Echoing Green and some other organizations that are US-based, but are doing fellowship programs and have a way of bringing in applications from all over the world, and a vetting process that we as a foundation really came to be involved in and trusted that the entrepreneurs that they were selecting are really just top-notch. So through the Echoing Green Fellowship, we then started funding some of those organizations that are working in a number of places in Africa.

And then I would say the third iteration of our work has really been to drill down on more grassroots organizations and have developed partnerships in that way. Siegel, Jenny mentioned, Siegel Family Foundation has been a wonderful partner of ours, and NEID Global, of course, many of you are members, to really help us identify more grassroots organizations, how to think about and develop

relationships with those organizations. So I would say that those are the three areas that got us started in international work.

Sylvia Brown:

Great. And Kimberly, how about you guys?

Kimberly Myers Hewlett:

Well, thank you very much, Sylvia, for having us on this call. It's really exciting to be in a place where I can hear about other people's journey. I think that international grant making started with me personally on two different sides of my family. At the same time that my dad's and mom started a foundation, I also became part of my husband's family foundation, the Flora Family Foundation, and both of those organizations were international grant makers from the start.

And as Ashley was talking about a medical mission kind of leading to the international giving, that's how it worked with the Myers Family Foundation. My dad had a mission in Mozambique where he worked following the civil war. And so our foundation really started in order to fill a need that he saw on the ground there.

And then on the flip side, at the Flora Family Foundation, the foundation was started in 1998, and they started their international grant making right after, as one of the family members kind of saw in the news, there's this gap. There's this gap in the world that can be filled with philanthropy. And we found the target areas in the world where our little lever of funding could make a big difference.

So the foundation really believed from the onset of getting on the ground. So part of their identification process in international grant making was to find places where, as a family, we could go and get to know the communities that we wanted to support. And that kind of led us to a faster way of finding those grassroots organizations with which we could build relationships and be on the ground with them for a period of time.

I think that's the other characteristic of the Flora Family Foundation's Gap program, is the length of time that we're with an organization. It's a longer time period. As you mentioned in your video, it is not just the three years and out, we really want to help these organizations build to a stronger level, and we really want to, as a family, go on this learning journey with how we can be better philanthropists through our international giving.

Another thing I wanted to mention was really those partners that both Ashley and Jenny talked about. Those partners are critical in order to find those grassroots organizations for us, working with Firelight. There's a way that you work with people in the United States and you get to know who in the other countries are really stars. And then you get to meet them, and once you get to know them, you can say, "Hey, who in this country is a star that we don't know about in the United States yet?" And so we're

able to get a sneak peek of who's up and coming in many of the geographies that we're working in because we can get on the ground as a family and get to build strong relationships.

Sylvia Brown:

So I'm hearing from all of you that you started out by really seeking to build partnerships with anchor organizations. Kim, in your experience, there was a lot of travel, there was a lot of due diligence done by the foundation members themselves.

And Jenny, you talked about matching grants, beginning by supplementing funding, existing programs, and then little by little defining your own programs. And Kimberly, you talked about trying to find zones, geographic zones that were of particular interest to the family. So all of you have used a partnership model to get to where you are today, which is really the essence of what we're talking about.

But I think you do approach grants somewhat differently. And I'd be interested if each one of you could speak very briefly, describe a typical international grant, how it began, how long it's for, what sort of reporting you require from your grantees? Ashley, maybe we can start with you this time?

Ashley Barrett:

Sure. So I don't know if I can really describe a typical grant because we have done lots of different types of grants, and I feel like we're still learning what the best approach is, even after 10 years of doing this. But I'll just talk about some of our Echoing Green Fellows as one way that we have established some typical grants.

And I would say, initially, we generally start small. We try to get to know the organization as best we can through conversations, through reading materials, through visiting if it's at all possible. Although if they're spread all over the world, it's been a little bit challenging to visit all of them.

But generally, we try to make that sort of personal connection. We do ask for an application, although we've tried to make it as brief and easy as possible, and we generally make maybe a one-year grant or one or two year grant first, sort of a get to know you grant. And then typically, we will then extend that to a multi-year general operating support grant for a number of years after that.

So that model has worked well for us. We feel like it takes time to get to know organizations, for organizations to get to know us in terms of our reporting. Again, we try to be as flexible as possible. We do ask for some reports, but we tell our partners that they're welcome to submit reports they've submitted to other funders or give us their newsletter, their annual report thing. If they have a schedule that works really well for them to report, that it doesn't match our schedule, we try to be flexible, and just really have it be a two-way partnership.

Sylvia Brown:

Kimberly, you have a really interesting example with Fiji. I'd love for you to talk a little bit about that specific example, if you could.

Kimberly Myers Hewlett:

Absolutely. So this is a different program within our foundation, I should say that the Flora Family Foundation is comprised of about 30 family members who are all family council members. We have a rotating board, we have a executive director full-time, and then we have a program officer who's kind of three-quarter time, full-time, that varies. So we are a very small staff, but we're a large family and so we kind of dig in and do a lot of the due diligence and work ourselves.

One of the areas that I really care about is marine conservation. And within that area, a couple of other cousins and my brother and law were also interested, and so we created a little bit of an initiative on marine conservation. We did the thing where you find the partners and you find where the problems are and you dig into that getting on the ground.

So we were working with WCS, the Wildlife Conservation Society in Fiji, and we found some really interesting opportunities for supporting marine protected areas in Fiji. And we, with our grant process, we try to be flexible, we try to really have that general operating support, the application... I even think our staff member fills out the application a lot of it already, and then she gives it to them saying, "Hey, can you confirm and continue?" So it's that we try to make it easy.

But then we had the opportunity to see these projects in action after we had started doing some grant making there. And my husband and I took our children with us to go check out the places that not only that WCS was doing the work, but also that some of the local partners that they were supporting with our funds, to see what they were up to and what they were doing and get to know them.

And to go to Fiji with your children to see the work that your foundation has done, to meet their children and to share tea with them was an amazing experience for my family, for me to see my children grow up through that, for them to say, "Invasive coral, mom, we've got to go get that." Or I guess they were sea stars, "Invasive sea stars. We've got to go protect from that." It was really eye-opening for the kids, but it was also really important for my husband and I to really instill these values of getting to know, to build the trust, to see the problem so that you can help scale in a way that isn't natural. So I'll stop there.

Sylvia Brown:

Great. Thanks, Kimberly. Jenny, could you specifically talk about your matching grant concept? Because I think that is a really great idea for someone who's just starting out and wants to dip their toe in. So could you give us an example of a situation where you just provided a matching grant?

Jenny Kelly:

Sure. Most of almost all of our more recent grants are what we would coin matching grants, and not in the typical way where a trustee puts in their own money on the side, but really what we are looking to do at this point, because we don't have as large a budget as some other people, we don't do on ground in-country visits. We haven't done that piece of it. And I do have trustees that are at the beginning of, "We're a little hesitant about risk and how do we know and what what's happening?"

And so we've really relied more on some experts in the foundation community. And we've really said, "There's some people doing great work who have great contacts and they are in-country led and they're really exciting. Why don't we take the opportunity to add our money to some projects that are already happening out there?"

And so because our grant size is generally in the 15 to \$25,000 range, we're not starting new things, we don't have the staff or the expertise to really help that along, but there are plenty of people who do. And so I think what our sweet spot is, a little bit, is to be able to say, "This foundation and is working with this organization, they're doing a great job. Why don't we add to what they're doing to really give it a boost?"

And so that's sort of what we've been focusing on. And so that means our process is very staff-driven. We do have an online portal where people can submit over the [inaudible 00:31:39], but what we found is we just get flooded and it was almost impossible to know where these are and what was happening. And so I do a lot of the due diligence, I do a lot of the reaching out to see what my peers are doing in the space, and then come up and call the list into things that I think really fit nicely within our statement of direction.

And so we fund once a year and we usually fund single year grants. We will start to do some more continual funding as we get along, but for now, it's a one-year process. And we don't really require follow up reporting on a \$15,000 grant, it just seems like I talk to our peers enough to know that if something is going sideways somewhere, I will hear of that. But it's a not a great use of time for anyone, especially the organization who's doing the work, to have to do paperwork on a \$15,000 grant. So we aren't doing that at this point.

One of the things that's worked really nicely, I'll just add, there have been a couple of organizations that we've been able to have scheduled video calls, and it might be in the evening or it might be really early in the morning, but I have found that it's a great way to engage trustees who are not going to Kenya, who are not going to Rwanda, but the organization has the capability to make that happen. And it's turned out to be a really wonderful resource and it helps my trustees get excited from really far away. So I would say that that's been a really helpful tool for us.

Sylvia Brown:

Great. Kimberly, I just want to circle back to you for a minute before we move to another topic and another question. When we initially spoke, you talked about the somewhat fairy godmother role of the Hewlett Foundation. And for those among our viewers today whose foundations might have a similar partnership or relationship with a bigger entity with more resources, can you just talk a little bit about how that's worked for you?

Kimberly Myers Hewlett:

Absolutely. I think that my husband's family did an amazing job in creating the FFF to kind of be a training ground for family members as they might move into really working with the Hewlett Foundation. The Hewlett Foundation is kind of a majority non-family staff, or excuse me, a majority non-family board, where some family members do rotate in and out. So the Flora Family Foundation is an opportunity for the Hewlett family and their spouses to really get knowledge and training in philanthropy.

The Hewlett Foundation's grants are huge. They're tackling huge problems at scale that the Flora Family Foundation does not do. But what that means, is that there are opportunities where Hewlett Family Program officers find really cool, innovative, that's our sweet spot, the up and coming, needs a little bit of funding to go somewhere to get past that valley of death or whatever. That's where we are able to work with the fairy godmother to kind of get some ideas, to plant some seeds where we can then run with it. So I think that having that, we're even housed in the same location as the Hewlett Foundation, so our staff is able to really commingle with them and we're very lucky to have such a close relationship with such a great fairy godmother.

And I do want to add something that I put in my notes that I forgot to say when I talked about travel, is that when we take our kids on these visits, Billy and I were, my husband and I are paying for that ourselves. There's no conflict there. We want to make sure that everything is above board. That is very important. So I wanted to be transparent about that.

Sylvia Brown:

Great. Okay. So let's move to the other side of the coin and talk about lessons learned. And because it's not all rosy and easy. And in fact, international assistance is really difficult. Could you talk about a situation where you've had to do some course correction or where you've been disappointed, or things haven't really worked out and what you've done about it? And let's see, let's start with Ashley this time.

Ashley Barrett:

Great. Well, thank you again. Lessons learned. I think that every course, correction, every lesson is just an opportunity to learn. And I think maybe one lesson for us, as a small family foundation, we kind of

got started and found ourselves funding in 12 different countries in Africa in the first few years. And realized that's that we bit off more than we could chew with that, in terms of being able to... We weren't going to be able to get to all of the places, just the context is so different in every country, and it would take multiple lifetimes for us to really fully understand each of the countries that we were working in.

So we've had to scale back a little bit in terms of where we're funding. I think we're still in a lot of different places. And I think that's the other challenge, is that once we develop partnerships with organizations, we really love them and it's fun for us to partner with them and watch their evolution. And so while our sweet spot is probably really the earlier stage, that valley of death that Kimberly talked about, or getting an organization from one size to the next level, we continue to partner with a number of organizations that have grown beyond that stage.

And so we're still working on it, I would say. We've had organizations that have encountered some problems along the way. They thought they would be able to scale in a certain way to a different country. And it turns out that the model they thought worked in one country doesn't work as well in a different country. So we appreciate them being transparent with us in terms of what they're learning in their journey so that we can then share that back with other grantees or partners that we're working with.

Others have encountered things like security risks or they've had to... Every context is different or staffing issues. And we just really appreciate it when people are, again, transparent with us and say, "We encountered this problem, we want you to know about it. Here's what we did to manage it," or, "Can you help us think about it?" And we really appreciate that interaction. So I don't think anything's really gone totally sideways that we've been involved with, but plenty of opportunities to learn.

Sylvia Brown:

Good. Jenny, you've also said to me, "Too many diverse interests don't lead to a satisfying experience." And I believe you're also trying to narrow your focus and go deeper. Could you speak a little bit more about how you're achieving that?

Jenny Kelly:

Yeah, it's a real challenge, particularly when you have family who they're all different ages, from all different places, with all different experiences. And so we have people who are really passionate about water, but that's sort of not... And so we started off with saying, "Let's just fund a little bit of everything and get people excited." But it started to feel like it wasn't that exciting for people because they weren't invested in anyone. And sort of felt like, "My grant is this and I'm not invested in that." And so how do we get everyone really excited? And I think our statement of direction process really brought people together because the way we did that was every trustee was responsible for interviewing a peer

organization or some other organization in the community. So they became a little bit invested in the process from that end. And I think that really, really helped us.

We are continuing to figure out how to focus and to see what feels good. I would not say that we've had any, or rather new, really anything catastrophic, would really go sideways. But I would also be really honest to say we haven't taken much risk, and a lot of the things that we have done have really been playing it safe. And so I think in the future, we'll probably look to take a little more risk. And when I say risk, maybe some of more of what Kimberly and Ashley are doing with startup or beginning stages, where we sort of come in once things have been much more established and are more proven.

So for us, a really work in progress to figure out how to keep everyone engaged. I do think the video calls that I mentioned earlier have really helped us with that. And I also think that there are NEID, NCFP, there are so many great resources out there, that if you tap into them, I think there are some really interesting learning opportunities for trustees to get them together, to learn a little bit more about what's happening. Because I think a goal of ours is really to try to go deeper on some specific topics, I think that will help us.

Sylvia Brown:

Thanks. Kimberly, you've got two rather interesting examples of when things go sideways, Haiti and Sri Lanka. And do you mind talking a little about those because I think their geopolitical risk is a huge one and how do you deal with that?

Kimberly Myers Hewlett:

We'll talk about both of them, but what Jenny just said reminded me of the other lessons learned, and that is with those 30 family members that we are all working together to do collective grant making in this gap portfolio, there's a temperature taking that we have to do regularly to make sure that we're all on board. And we're in the process of that right now, "Do we still want to do this sort of international grant making? Are we still in it as a family? Do we all care enough about this to devote our, because we are the program officers as well, do we care enough about this to keep going?" So I think that it's very important for us to keep asking ourselves if we're in it regularly, to make sure that we can put the correct amount of effort towards doing a good job of this philanthropy.

I think we did a really good job of our philanthropy in Haiti. I think that, again, it was a geography where there was a lot of need, there was a lot of other foundations that we could partner with, there were a lot of those bigger organizations working with smaller organizations within the country. And so we jumped on, made some really good connections, got to go to the ground several times and see our organizations grow up a little bit. And then we can learn from them as they've grown up, "Who's next, who do we need support next?"

And so we had a rhythm going, we are getting to the end of our cycle with our grant making in Haiti and doing our respectful sun setting, and then Haiti broke. And it was really difficult to hear from grantees that we can't work anymore because our staff is getting kidnapped or our doctors are living in the hospital right now because they can't leave. And to be so far away, and this is the hard part of international grant making, to be so far away, and to know that these people that you had cookies with sitting on the floor while they were talking to you about their families, they're now in a situation that I can't even imagine.

And so that has been really difficult, as we are trying to figure out how we can still be helpful in a country where there's really not a government. And so to be determined how that works out. But I will say that because we were on the ground and because my family was able to meet the leaders of these organizations, there is a connection and tie there, that through this really hard time, you feel something. And it's deeper than giving money, it's like, "How do we really support you?"

The Sri Lanka example is more of an organization where I am on the board, Seacology. It's an organization that uses field partners around the world to find island opportunities to support local communities in what they need. And we, in Sri Lanka, mangroves, really the mangrove forest needed to be rebuilt because there were a lot of environmental issues, a lot of fishing issues. So we developed a program at Seacology to help rebuild the mangrove forests. And again, when one government is in power and they're on board, things can happen and things happen quickly. And when governments change, it's a whole sort of rebuilding process that you have to go through. And that is how giving is. You have to figure out how you can get back in there and do the right thing. And that's what we're doing as an organization. And because the actual people on the ground, when the larger government changes, you can still find your opportunities.

And so I am very hopeful of that project. The museum that we helped to create to invigorate the youth into caring about mangrove forest and their environment has reopened since COVID, and we haven't really talked about that, but international giving through COVID has been really a challenge. And that's when those Zoom calls have really changed the way that we can give in this time when people couldn't leave. So that was lessons learned.

Sylvia Brown:

Yeah, what you're saying really echoes with me. My husband is the managing partner of several non-bank finance funds in East Africa. And one week, \$3 million will have disappeared, and the next week the government will change the law, and the next week, suddenly the central bank will require a much higher amount of reserves that all the small non-bank finance institutions can't come up with, and the fourth week it's something else. It's tough. It is really tough. It's very gratifying, but it's not easy doing international assistance. We have to recognize that.

So in that light, could I ask each of you to give one piece of advice to someone who's just starting out on their international philanthropic journey? And most importantly, is that different advice from what you'd give someone who's starting out funding domestically? Jenny, do you want to start?

Jenny Kelly:

Sure. In our case, I think the way we fund internationally is not dissimilar from the way we fund locally in our neighborhood. And I have found NEID, NCFP, Firelight, Seagull, you name it, people will take my call and are so helpful and incredibly knowledgeable. We have just this wonderful community. And I think the more we talk to each other, the better we will be. But I have really been fortunate to have help from so many people, which is not dissimilar from how I learn about what's happening in my community in the backyard, and I pick up the phone and I call or I make a visit. So my suggestion is to reach out to people to see what other people are doing and what you can learn from other people in the field and grow with them. That would be my suggestion if you're starting out.

Sylvia Brown:

Great. Ashley? Anything else?

Ashley Barrett:

I think I would say similarly, that to me it's not that much different than the way we go about local funding, which is try to learn as much as you can, but then you just have to get started somewhere. And you may not know everything there is to know. In fact, you can be sure you won't know everything there is to be known. But in getting started and developing maybe one or two partners that you trust, will help you learn and grow.

And one thing I saw somebody in the chat talked about communities of donors. And we've participated in the need global giving circles for about, we've been in six or seven giving circles now. And we've found that's a really great way to learn about an issue, and collectively with other donors, drill down on a topic and then make grants together collectively and try to bring in voices of local grassroots leaders and then make grants in that way. Very small starter size grants, I would say, but it's an easy way to get into this space, I think, at a pretty low risk. So I would say just get started somewhere.

Kimberly Myers Hewlett:

I would concur. And I don't have anything novel to add, but I think I would say that there's a respectful listening that I would do for both domestic and international grants that is really, I think critical to me finding the heart in my giving. I think that it's really, for me personally, I really need to, or I like to connect with the communities I'm granting towards and are with. And there's a lot of listening and understand being in their shoes that really helps me figure out how to be helpful in their bettering themselves.

Sylvia Brown:

Thank you very much. But before we move on to questions, and maybe the three of you might want to just switch your cameras off for just a few minutes and then we'll all come back on for the Q&A, I just wanted to talk to you a little bit about what we've seen. So we've seen three foundations that have all based their international grant making on trusted relationships with peer foundations, with international NGOs, and ultimately, with grantees at the grassroots level. As we've seen the principles of trust-based philanthropy apply just as they do with domestic funding, notably approaching grantee relationships as learning partnerships.

Before we go to questions, I want to give you a recent example of this principle in action that's received quite a bit of attention in the philanthropic space. Water4 is an international NGO, whose vision used to be that every African villager could drill their own well in their backyard and install a low-cost water pump that Water4 had developed. The organization completed 1000 projects and felt they had demonstrated impact. So they signed a multi-year partnership with a major funder to scale the project seven times.

But after the first year, the data became disturbing. One country director reported a failure rate of more than 60% of the new pumps they had installed. Water4 CEO had the courage to alert his funding partner, and together, they agreed to stop the program and undertake a door-to-door survey to determine what families really wanted and how much they were willing to pay for clean water. The survey showed that community members didn't want their own backyard wells. They wanted the convenience of piped water and they were willing to pay for it. Water4 now uses philanthropy to install wells, but a local business maintains them, thus building a market. That was a painful process. Water4 had to throw away its own innovations and technology, the funder had to make a massive course correction to turn its beneficiaries into clients and to meet their desires. But this illustrates the ultimate trust-based relationship.

So if you want to learn more about how to ensure your international giving is trust-based, here is the course website again. And if we could just go one slide back. There we go, that's the course I was telling you about. All profits from this course go to NEID Global and it's great work. And if you're interested in joining a terrific community of international donors, that's the next slide, who are really making a difference... Here's NEID Global's information again. And that's the slide before, I think. There you go. Neidonors.org.

So now, we're going to go to the Q&A. And if I could ask my wonderful speakers to come back on and we'll launch the questions. Maybe we'll start with a question that I got last week, actually. People did send their questions in ahead of time. And actually, I got two or three questions all more or less asking the same thing, is there a fundamental contradiction between the large anchor organizations, the funding brokers and the small grassroots organizations and community groups, which many people refer to as voiceless? It's almost like a David and Goliath situation, or good guy, bad guy, even. Now

that you have worked in this space, do you feel that there is such a contradiction or do you think it's not quite as distinct as some people might think? If one of you want to approach this or several of you?

Kimberly Myers Hewlett:

I'll just jump in quickly. And I think that the larger organizations, they depend on the grassroots organizations in order to do their work because they can't be in every community and they have to find partners on the ground if they want to see the change that their mission is forcing them to do. So I think that they rely on the partners. And because of that, they find good ones, usually, in my experience. I think that, of course, there's always ways for bad actors to happen, but I think that for our foundation, it's really important for us to find the one broker to lead us to the rising stars. I don't think it would work very well for us to just go to a community directly because we don't have the introduction, they don't know why we are there. So I think that that middle person plays a role in introducing us to the grantee in the same way that we are introduced to the grantor, or as the grantor.

Sylvia Brown:

Do Jenny or Ashley, do you want to add to that?

Ashley Barrett:

Yeah, I would just say I agree. I don't necessarily think it's a contradiction. I think it's really a matter of approach, I think, and trying to... Those intermediary organizations or the larger organizations, as Kimberly said, really, I think, serve a vital role. But there are organizations who feel like they know best and want to do this and don't really necessarily want to listen to voices on the ground, and maybe that is a contradiction... That's a contradictory approach to lifting up local voices and having something be community-driven. So it's really more of a matter of approach and not necessarily the size of the organization, I think.

Jenny Kelly:

As you were talking, Ashley, just occurred to me, that's not different from the conversations that we're having about local communities and larger organizations and grassroots, and so it's not distinct or special to international when that happens. I think we're having those same issues and discussions in our local communities at this point as well.

Sylvia Brown:

Okay, great. Another question, could you tell us what percentage of the organizations you fund are locally-led as opposed to expat-led? Is that something you and could answer?

Jenny Kelly:

Percentage-wise, I would say probably 80, 90% are locally-led for what we're doing at the moment. Or they have a local board, at the very least. If they're not locally-led, they are locally-driven. So I would say most of what we're doing is that.

Kimberly Myers Hewlett:

I don't know the percentage offhand, but that is one of our metrics, the board or the leader of the organization is of the community. And I think that that's even important in our domestic grant making, that we have the right people leading or the people that are in the community.

Ashley Barrett:

Yeah. And I don't have the exact number either, and there are different ways to define locally-led. We have a number of organizations that have co-CEO positions, for example, where one person is located in the country and that the other person is in the US and has more of a fundraising role. And then a very diverse board, we always look for organizations that have a lot of different voices of local community members on their board. So I don't have the exact number, but it's something we look at in all of our grant making.

Sylvia Brown:

I have a question that's come in on how your foundations are staffed to accomplish the international grant making. Unless I'm mistaken, all of you just have one, possibly two professional staff. So it's a jack of all trades situation, is that correct? I see everybody nodding their head. We don't really have representatives of a big foundation. I don't know, Kimberly, do you know about the Hewlett Foundation? That's kind of the other end of the scale.

Kimberly Myers Hewlett:

They have a monster of staff of wonderful people, and so they also have partners around the world that they work with. And I know that's what we talk about, your partners can be your staff or your ears on the ground.

Sylvia Brown:

Right. Okay.

Ashley Barrett:

Yeah, I would just add to that, we don't take unsolicited applications and it's really for that reason because we just can't possibly respond to them all. So that's where the partnerships really come in.

Sylvia Brown:

Right. Okay. Actually, maybe, you and Kimberly could answer this, what core principles are you checking when doing due diligence?

Ashley Barrett:

For us, I think having that local voice as part of the leadership, is a core principle for us. We look at, are they addressing one of the SDGs that we're looking at? We really focus on good health, climate action, and gender equity, gender equality as our core areas. So we look to see how organizations are addressing those and lifting up those areas.

I think who they partner with is also something that we look at. We always look at the financials and that kind of thing and want to make sure there isn't any kind of red flag. Those are the main things. And their leadership style and approach, especially with the earlier stage organizations, is something that we really care about a lot.

Sylvia Brown:

Kimberly.

Kimberly Myers Hewlett:

Yeah, I don't have anything extra to add, actually.

Sylvia Brown:

All right. Jenny, switching to a topical question. What can you do to help scale up and empower communities in startup up social enterprises and advocacy for the environment? Now, there are about five buzzwords that are particularly close to your heart, social enterprise, environment. I don't know if you do a lot of advocacy, but what are your feelings on what can be done with grassroots organizations overseas and these-

Jenny Kelly:

Yeah, that's actually interesting. And actually, I would love to hear from Kimberly and Ashley on that because that's interesting. And when you say environment, it is definitely something that's in our statement of direction. It is definitely, we are very concerned about the effects of climate change on communities. And we are starting now to really think about, that's maybe one of our focus areas because it so impacts health and wellbeing of huge courses of the population that we're looking to serve. So as far as scaling up, because we're coming in as a supplemental funder, it's a little hard for

me. I might need to think about that for just a second and I would defer to my peers here if anyone has an answer, maybe it'll come out.

Kimberly Myers Hewlett:

I don't know, Sylvia, if this directly answers that question, but what I heard, what I thought in my mind as you talked about environmental justice and international communities, was the other part of our giving. We are doing a lot more with impact investing as a foundation. And one of the ways that we're really considering how we manage that portfolio is looking at environmental issues in other countries. And I think that that is something that, as a foundation, I think we've been doing it about 10 years, but we are still learning and we are very grateful to have a good partner in our financial advising team that is really leading us on a path of learning where we can actually make a difference in finding those niche areas that can do well with a little bit of capital.

Sylvia Brown:

Okay. This one, whoever wants to answer this one, what are the biggest challenges for foundations looking to make international grants? Are they more on the technical legal side of grant making or more on the community engagement side? Who wants to tackle that?

Kimberly Myers Hewlett:

I think that it's very important to get the legal and the actually writing the check correctly part right. I think that's very important. I think it's very important to understand the community voice when you are going into a community that is not your own. But in order for this to work for your family foundation, I think that there's a really important internal desire to do the work. And I think that there's got to be some reason why your family keeps coming back to this geography or to this area issue, and there's got to be something that is really connecting your family to the issue in order for the philanthropy to feel good.

Sylvia Brown:

Anyone else?

Jenny Kelly:

I would say, I think I agree, I think it's very important to get the technical piece, but there are so many intermediaries that really can help with getting grants to the folks that you want to get the grants to, and whether that's the Global Fund for Women. There are lots of ways to do that now, that I think that piece is a little bit easier than really finding where and how you connect with the organizations you're really looking for. And I think that's more of the challenge, at least on our end, than the technical piece.

Ashley Barrett:

Yeah, I would completely agree. There are a number of organizations that have a US-based 5013 or that have equivalency determinations that are pretty easy to access. So the technical piece, I think, is important, but not a deal breaker.

Sylvia Brown:

Here's a rather provocative question on inequality and grant making. I'm just going to summarize all this going through partners and other funders and all that's great, but what about organizations that are outside these existing networks, the famous voiceless? Do you feel badly that you're not reaching them? Maybe one of you want to-

Kimberly Myers Hewlett:

It is a constant struggle to find them. I think that what I hope to do when I really get to know the organizations that we are introduced to, is that when you build up trust, you can say, "Who else is doing great work in this space that isn't seen?" And that once you are working with people on the ground, you'll be able to know who else on the ground is doing good. So I think that you've got to build some relationships with someone so that you can find those voices that are quieter and help inspire them or help infuse them.

Ashley Barrett:

Yeah, I would agree with that. We've gotten involved with some sort of intermediary organizations like the Agroecology Fund that really have an extremely robust participatory grant making approach, where they're really, I think, trying very hard to lift up a lot of different organizations that would've previously maybe been seen as voiceless, but they're doing a wonderful job of finding those. So again, you just have to start somewhere and know that you're probably not going to get it perfectly and you can let that hold you back and not do anything, or you can just go forward and learn along the way.

Kimberly Myers Hewlett:

And just to keep going with where you went, Ashley, we have to support those intermediary organizations so that they could do that finding of on the ground of these other organizations. So the idea that we want to use these intermediaries just to get to the grassroots organizations that they've found and fund them, you actually have to fund this intermediary group as well so that they can keep finding good organizations for support.

Jenny Kelly:

Yep. I agree with all of that. I think it's a totally accurate, and I would say we are looking to fund a bit in Myanmar, and that has proven to be very challenging, just finding anyone really to fund on a smaller grassroots level. So the challenge to get there can be very, very hard depending on where you're funding, for sure.

Sylvia Brown:

Just to go back to what Kimberly was saying, for those of you who had a chance to watch the 10-minute intro video, and I hope NEID will give you the link again in case you weren't able to. A lot of people who don't know any better have a misconception that supporting intermediary organizations is just spending money on overhead, and that the money should go to the beneficiaries or it should go to the actual people in need.

I just want to reinforce what Kimberly was saying. Due diligence, again, is difficult to do overseas and it takes a lot of resources and it's precious and it needs to be funded. And so supporting these intermediary organizations is terribly important. If they've grown, if they've managed to scale, it's probably because they're doing good work. And so when an organization achieves a certain size, that's not a bad thing, they should be rewarded for their success. And saying that you don't want any of your money to go to management or any internal functions, is terribly mistaken. So I just want to put my two cents in there.

We have a question on how giving circles can help. And I forget if it was, Ashley, I think you talked about NEID's giving circles, which have been very helpful to you. The giving circle movement is a growing movement, and so it's definitely a great learning experience for anyone who's just dipping their toe in this space, or even people who want to fund a lot more.

The question's come in on trends in international assistance. Again, in my 10-minute video, I talk about some of the key ones. I talk about new players, the role of technology, new approaches, I talk about some of the big challenges that is are going to be facing international development. Maybe each of you could say a few words about trends that you've noticed or something new or something exciting that you've discovered in the international space, which you think is a new development that that's got you interested and excited.

Jenny Kelly:

I'll just jump in and say a trend that I've noticed since COVID, and it's probably just been there for a long time, we just haven't really talked about it, but really is mental health and the mental health needs around youth, especially in this time. And I think that there's a big push for that and I noticed more conversation around mental health and the needs for mental health assistance, for sure.

Ashley Barrett:

I would say the intersection of all of these different issues is a trend. Climate impacts health and gender is involved in climate and health, and these issues are all intersecting. And so, we for example, we fund a number of community health worker organizations throughout Africa, and a number of them have gotten together and are talking about their own climate impact. And we ask on all of our grant applications, whatever sector it's in, we ask people to talk about, how are you thinking about climate? How are you thinking about internally in your own organization? Or if this is your main focus area, how are you thinking about it? And I think the intersection of these different issues, where it's very difficult to work just in one silo and not have it intersect with some of the others.

Kimberly Myers Hewlett:

All the issues are kind of woven together. And so I'm grateful to be a part of the foundation that believes in supporting the weave so we don't have just one strand that we have to focus on. I think that a trend that Jenny started with youth, I would say I see this in the leaders that we are working with and that they and their teams are also in need of support, wellness support and care in that way. And I think that's, I guess both domestic and international, but the work that we are doing to care for others is something that takes from us. And so it's really vital, I think, to support the wellness of those people that are doing the caring. And I think that that's something that I hope to do more of.

Sylvia Brown:

Great. An interesting question's come in. I mentioned the rise of philanthropists in the Global South, something a lot of people don't know about. And last year, I had the honor of doing a webinar for NEID with a number of local philanthropists from different parts of the world. And we learned how different approaches are to philanthropy. They're parts of the world that simply don't believe in supporting local organizations, and where the philanthropists want to do all the work themselves and others where it's the other way around. But the question is whether any of you have collaborated with local philanthropists in the Global South? No.

Kimberly Myers Hewlett:

I think the expats in South Africa we worked with, but they've helped us kind of find the right organizations. We were trying to do some education work in South Africa, and we knew someone from a personal connection and they were giving this area so that we were able to connect. But I don't think that there's any real way that we're reaching out. I would love to be a part of those conversations to meet more people.

Sylvia Brown:

Well, obviously something to put on our to-do list. And then another interesting question, what do you wish grantee partners did better to help you in your role? Go ahead. Spill out any sort of frustrations or look at it in a positive light. If you were to fund some capacity building for your grantee partners, what would it be in? What area would do you think they could really benefit from some capacity building?

Kimberly Myers Hewlett:

I think especially in newer relationships, I don't want to name grantees, but in newer relationships with grantees, there is a reluctance to really spell out what their needs are. And while we are fine with giving general operating support, I am often told, "Oh, this is the program that we want to fund." And I want to, I guess, speed forward to the trust so that we can really get to the core of what you need. Because I believe in this issue, I believe you're doing great work, but I don't need the dog and pony show of, "This is the formal thing that I want." I want to pass forward through all that.

Sylvia Brown:

Jenny, I see you shaking-

Ashley Barrett:

No, I would agree with that. Sorry. Sometimes we get reports that everything is wonderful with all of the positive metrics and none of the negative or ones they're working on are challenges. And it's sort of, that's not the life I'm living in. So we all have challenges, so that honesty and reflection of what's working, what's not, I think we appreciate that.

Jenny Kelly:

Yeah, that's sort of where I was going. I think we fostered it. The philanthropy community maybe has fostered this sense of, "I'm going to tell you what you want to hear, because if I'm truthful, I may get punished," or something. And there's probably sort of maybe we have been not as transparent sometimes as we could have been. I'm sure there are lots of reasons why all of this happens, but I do think for me, I would love to be able to, and I'm working on having this, but some of the conversations, what is the whole picture? Not just this little piece that you want to tell me, but what does your whole picture look like?

We don't, [inaudible 01:17:10] to this point, haven't done a lot of capacity grants, but if I could impart something or [inaudible 01:17:17], I would love to free up a lot of the leaders we're working with, with the time and the space to think bigger. And I feel like so many of these small grassroots have these great ideas or they're working [inaudible 01:17:30] programs, but so in the weeds that I know that

some of them could just really expand if they have the time and the capacity to think that way. So that would be something that I wish we could help more with. Maybe we will.

Sylvia Brown:

It's interesting as we're talking about this, I've received the flip side question, which is, have you as funders invested in your own capacity building regarding to become more effective in trust-based philanthropy?

Kimberly Myers Hewlett:

Okay, I'll jump in and I'll say yes. And NCFP has some great tools and learning and action networks that I've done with some of my cousins to really learn about different ways of doing trust-based philanthropy to learn that we're actually practicing some of the tenets' baseline, but how we can be even more so. So I'm really enjoying that opportunity to learn.

Jenny Kelly:

Yeah, I would say we're trying. I'm planning to do a trust-based philanthropy session with my trustees in November, so at our next [inaudible 01:18:40] board meeting. So I'm hoping to share some of that information. But in my spare time, yeah.

Sylvia Brown:

And in the chat, again, the NCFP, Trust-Based Philanthropy Course and Action Lab link has been posted for anybody who who's interested. Again, changing topics a little bit. A question about whether anybody has considered some more financial forms of, I guess we're getting into the impact investing space, guarantees, loans, credits. That happens to be an area very close to my heart because of my husband's work, for example, guaranteeing foreign exchange risk, huge, can make a fundamental difference. People tend to think, people who don't know, tend to think about international assistance in terms of building schools and health centers and so forth, but there's a lot of financial support, guarantees, that can really ensure that programs happen, and guaranteeing foreign an exchange risk is an example of one. Have you looked at any of these slightly more sophisticated forms of grant making?

Kimberly Myers Hewlett:

We just don't have staff capacity, I think.

Jenny Kelly:

I would agree. I think we're just not there yet.

Ashley Barrett:

Yeah, we've dipped our toe in a little and really just found it's too much for one person to really manage. So I think as the foundation grows, may get more involved with that. But you just really have to have the staff to be able to manage it effectively, I think.

Sylvia Brown:

Okay. Well, for those of you out there who are already doing impact investing in the US and want to continue overseas, there's a world of opportunity out there. There's some very interesting funds available, there's some really interesting programs. I call it microfinance 2.0, in terms of financial equity, in terms of the sort of next generation after the one woman and a cow, as I call it, the very beginnings of microfinance. So there's a lot of really, really interesting opportunities for those of you who want to go beyond more traditional forms of international grant making.

Let's see. In terms of other questions, what about, this is a sort of wide open one, what could be done to make international giving more appealing? Why don't more Americans give internationally? Blue sky question? What do each of you think about that?

Jenny Kelly:

I'll have to think about for a minute what we could do to make it easier, but I do think there is a perception of risk. And I think there are, as I've gotten more into this space, I think there are ways to mitigate risk and to find... And I think it also, there's this sort of, it's just so huge and so I have \$20,000 or I have whatever, and it just isn't going to make a difference. So I think it's finding ways to connect people to their passion and what they care about and then finding ways that they feel that they really can make an impact with that, rather than just floating it out into the sea and it's like an abyss. And so making that connection and it's like about relationships, I think.

Ashley Barrett:

Yeah, I think for us, in addition to the trustee's original interest in this area, I think the feeling was a grant in the \$20,000 range or whatever range we were able to support, was going to actually go further and have greater impact in some of these communities that we've identified than it would necessarily somewhere in the US. So it felt like less of a huge abyss actually for us. We felt like we were really making more of an impact and helping an entrepreneur, let's say, really grow in a community. But it can feel very overwhelming, I think. And so to just pick an area or... I always start with, what are you interested in learning about? Not necessarily what do you know about, but what do you want to know more about? And that is a good way to get started.

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Kimberly Myers Hewlett:

So as I started with, our family has been doing international, the Flora Family Foundation has been doing international grant making since the beginning. And one of the voices in our boardroom brought up the idea of, yes, the dollar goes further in another country, but our country has a whole lot of problems now. And we have this gap program where our job, or what we've told ourselves we're going to do, is to kind of address the gaps in wealth.

And in our country, my son and his cousin and aunts and uncles, a whole three generations, along with our staff, just came back from a trip to Navajo Nation in Hopi land to kind of meet some of the grantees we've been working with for the last, I think, two years of our program in the First Nations.

I think that we are looking at this as this is a community that we don't know. It is a closer community that is totally different and has so many problems that we just don't understand. And so I think that the learning journey that we're having right now, kind of in our backyard, is one that is the crux of the giving. It's doesn't matter whether it's international or whether it's here, but because we are learning as a family and we are figuring out how our little lever can help move something big, that's what the important part is.

Sylvia Brown:

Kimberly, it's as if you had a magic crystal ball because that was the last question that just came in.

Kimberly Myers Hewlett:

So I'm done.

Sylvia Brown:

How do you balance the blatant need in America with investments abroad? So you've been amazing, all of you. Thank you so much. Your three different paths have been fascinating, what you all three have done, the lessons you've learned have been so useful. It's been a real pleasure working with you. And if I could just make one more plug for the great community that is NEID, it's just a wonderful way to get started and I really strongly encourage you to join. Thanks so much.

Daria Teutonico:

Great. And thank you, Sylvia, and thank you, Ashley, Kimberly, and Jenny for all the wisdom you shared today and for these important points and guidance on the topic. And I want to echo what Sylvia said, thank you to NEID for partnering with us on this webinar. We couldn't have done this without them. Not only their incredible expertise, but their connection to givers around the world. So thank you so much for that partnership. And thank you to all of you who attended the webinar today and asked all

your very many questions. We really appreciate the interactivity and the passion that you bring to the field.

So I just wanted to let you know a couple of really quick announcements that we have. Our next Community Conversations webinar is going to be on July 12th. Actually, it's a continuation or a part two of this webinar. It's looking at the legal and regulatory needs and requirements of international giving. So we talked about relationships and all the wonderful things we talked about today. And the webinar in July is looking at more of the legal and regulatory requirements to make sure you do it right in addition to doing it well.

And so I also want to let you know about an upcoming learning and action cohort on trust-based family philanthropy, which is very much connected to what we talked about today. We are accepting applications through May. This is through NCFP, and we'd love to have you join this learning and action cohort. You can find information on our website or you can feel free to connect with anyone here at NCFP.

Another way to connect with your peers, as many of you may know, is through the NCFP Peer Networks. We have several that are focused on family members, family trustees, staff who work at family foundations, emerging family leaders, and lots of different ways to connect with your peers. I hope you consider joining a peer network.

And then again, one more time. Thank you so much to all of our panelists today. Thank you to all of us for joining us. We could not do this without you. We are just supporting the amazing work that you all are doing to make the world a better place, and I'm really honored and inspired by all of you. So thank you for joining us today. I hope you have a wonderful day. Be safe, be well, and look forward to talking with you soon. Thank you so much.