

Mott Mosaic

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OVERSIGHT OF DEVELOPMENT BANKS BY NGOS INCREASES IN IMPORTANCE



**Community colleges at forefront
of workforce development in U.S.**

**South Africa institute seeks
to heal apartheid wounds**

This issue marks the last of our regularly scheduled editions of *Mott Mosaic*. The cover feature examines the efforts of the Bank Information Center (BIC) and other non-governmental organizations over the past two decades to reform international financial institutions, such as the World Bank and the International Monetary Fund, and to bring more openness and transparency to their decisionmaking processes and funding decisions.



■ Marilyn Stein LeFeber

Twenty years ago, these financial organizations functioned in an atmosphere of secrecy, providing little public information about their projects. Phrases such as “that’s proprietary information” were common. But not today. The World Bank operates public information centers, posts project information online and releases its reports in multiple languages.

Many observers credit this increased transparency and accountability to the efforts of the BIC, a longtime Mott Foundation grantee that celebrated its 20th anniversary in 2008. Our feature focuses on the work of BIC, plus three other Mott grantees, the Center for International Environmental Law, Friends of the Earth and the Environmental Defense Fund, all of which seek to reform the international financial institutions.

Over the past seven years, we have published 21 issues of *Mosaic*. Through these years, we have featured the work of our grantees from our four grantmaking programs around the world.

At the same time, our communications and program staff members have worked to develop new ways to deliver both collateral and stand-alone content via our Web site, Mott.org. These efforts have contributed to the growth and sophistication of Mott.org, which has allowed us to be a philanthropic content leader in an increasingly powerful online world.

It is our intent to retain, if you will, the “*Mosaic* brand” in our online environment. We believe this brand represents a lively, thoughtful and in-depth exploration of the work of our grantees and the issues we care about as a philanthropic organization. In the coming months, we will roll out a variety of e-products and approaches to content delivery that we hope will establish the next generation of *Mosaic* in a more broadly available and more easily shared format.

We have appreciated your past readership and support. We invite you to continue to stay informed about our grantmaking and our grantees by visiting Mott.org. As always, we welcome your comments at info@mott.org.

Marilyn Stein LeFeber
Vice President-Communications





The Family Resource Center at Durant-Tuuri-Mott Elementary School in Flint, Michigan. (See page 20)

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GLOBAL ECONOMIC WOES, CLIMATE CHANGE INCREASE IMPORTANCE OF NGO OVERSIGHT

BY MAGGIE I. JARUZEL



The current global economic crisis is pushing international financial institutions (IFIs) — such as the World Bank and the International Monetary Fund — back into the public spotlight and increasing their importance in developing countries.

Additionally, in the past 18 months the World Bank has invested a lot of management time in redefining itself as the climate-change bank in hopes of funding projects in developing countries that address global climate-change issues, says Chad Dobson, who founded the Bank Information Center (BIC) in 1988 to monitor and reform IFI lending practices.

Dobson's return to BIC in December 2007 to become its executive director after a 10-year absence coincides with BIC's 20th anniversary and comes at a time when its watchdog work is more relevant than ever, given the world economic and climate-change concerns.



■ Chad Dobson

International anxiety about the downturn in the financial markets — coupled with growing concern about the impact of climate change — has prompted global government and NGO leaders to take renewed looks at the IFIs, which were formed more than 60 years ago to regulate financial markets and promote development.

Two decades ago BIC was one of only a handful of non-governmental organizations (NGOs) that led an international movement seeking transparency and accountability from the World Bank and other IFIs.

“NGOs like BIC have played — and still play — a vital role by putting pressure on the World Bank for fundamental changes that can make the Bank better and more effective,” Dobson said.

Since 1989, BIC has received 27 grants totaling \$3.25 million to support its work through the Mott Foundation's Environment program. The goal of Mott's International Finance for Sustainability strategy is to shape international investment and trade policies and practices to support sustainable development, which balances social, environmental and economic concerns.

As the global economic market downturn makes it more difficult for developing countries to access loans from private banks, they increasingly could look to IFIs for project funding.

“IFIs have been desperately awaiting the new business this financial crisis will likely generate,” Manish Bapna said.

“Lending from the World Bank and IMF is often counter-cyclical. Their services are found to be more important when developing countries are doing less well and when these countries have less access to private capital.”



■ Manish Bapna

Prior to his current job as executive vice president and managing director of World Resources Institute (WRI), Bapna served as BIC's executive director. He also worked for seven years as a senior economist for the World Bank. That experience, plus his background with BIC and WRI, gives him the ability to see IFIs from a variety of perspectives.

Increased scrutiny of IFI-funded projects in developing countries should go hand-in-hand with their enlarged importance, Bapna says. IFIs need to resist the “tyranny of the urgent,” he says, and not succumb to “mission creep,” allowing their mandates to expand constantly to include the latest global challenge. Instead, in his view, a key element of their mission should be to support “smart” infrastructure — small-scale projects that respond to local demand and are sustainable over the long term.

The World Bank, created in 1944, is one of the largest and most well-known global sources of financial and technical assistance with offices in more than 100 countries.

Historically, the Bank and other IFIs have made grants and interest-free or low-interest loans to developing countries for major infrastructure projects such as dams, oil and gas pipelines, road construction, and other projects that seek to promote economic growth and alleviate poverty.

Because of its tremendous size and resources, the Bank needs monitoring, says U.S. Rep. Barney Frank. He is chairman of the House Financial Services Committee, which has jurisdiction over the U.S. government's relationship with IFIs, including responsibility for authorizing commitment of U.S. funds to these institutions.



■ U.S. Rep. Barney Frank

“The information we get from NGOs on the ground is different from what the officials give us. I observed this firsthand when I was in Ghana and South Africa last spring,” Frank said.

“We take those NGO reports very seriously. We need to listen to the experience of civil society.”

Frank said he is prepared to use his chairmanship to put more pressure on IFIs to strengthen their environmental and social policies.

He said he also would continue pushing the World Bank to revise the way countries are scored

and ranked in its annual “Doing Business” report. The report measures selected business regulations in 178 countries and ranks each based on its ease of doing business.

A central flaw of the report, Frank says, is its index on “Employing Workers,” which gives the best scores to countries with the lowest levels of worker and social protection.

“The worse you treat your workers, the better you are rated,” Frank said. He pointed to the 2008 report in which Saudi Arabia had a more favorable ranking for employing workers than Sweden, despite Saudi Arabia’s total ban on trade unions and systematic discrimination against women, and Sweden’s “exemplary worker protections.”

Frank says he will continue to use U.S. financial support for IFIs as leverage for change, if necessary. Today, the U.S. earmarks almost \$1.5 billion annually for IFIs.

Fifteen years ago, Frank was chairman of the House Subcommittee on International Development, Finance, Trade and Monetary Policy. At the time, BIC, the Center for International Environmental Law (CIEL), and other nonprofits provided legislators with research indicating a need for major policy changes that would result in greater openness and public accountability at the Bank. But the Bank’s leaders resisted the suggested changes, Frank said, until he and other legislators threatened to stop the flow of U.S. dollars.

“They needed funds, and we needed an inspection panel,” he said.

Under this pressure, the Bank’s Executive Board of Directors created the inspection panel in 1993. It is often called the “granddaddy” of such panels because all development banks now have them.

The three-member, independent panel provides oversight of the bank’s lending to ensure that its own policies and procedures are followed. The panel also gives citizens a legal venue for enforcing their rights.

This set an important precedent in international law because it allows citizens to challenge the activities of a major international institution, says Daniel Magraw, CIEL’s president and CEO.

CIEL, a public interest law organization and Mott grantee, uses principles of ecology and justice to



■ Daniel Magraw



■ Global development banks must consider how projects will impact indigenous people.

strengthen global environmental law. Since 1990, CIEL has received 21 Mott grants totaling \$3.6 million for its work in this arena.

Along with BIC, CIEL is commonly recognized as one of the key nonprofit organizations that helped make the first inspection panel a reality.

At that time, Magraw was director of the International Environmental Law Office at the U.S. Environmental Protection Agency. From his vantage point, the creation of the panel was a “sea change” because it dramatically increased the accountability of the World Bank to follow specific lending guidelines that addressed environmental standards, rights of indigenous people and resettlement of those displaced by projects.

“There was tremendous push back from the Bank’s management,” Magraw said. “It’s human nature; nobody likes having their feet held to the fire.”

Previously, the Bank had not sought feedback from local people either before, during or after a project was funded, he says. The institution’s management consisted of “mostly good people trying to change the world who wondered why anyone would question their motives or actions and who too often were motivated simply to move money by making loans, rather than look at impacts on communities,” Magraw says.

While the inspection panel has paved the way for the Bank to operate more democratically, Magraw says, there still needs to be stronger policies and better implementation. In addition,



Nonprofit groups work to ensure that community members' social and environmental concerns are addressed before large development projects are undertaken.

potentially affected communities need to be better informed and assisted so they can effectively use accountability mechanisms, he says, adding that organizations such as BIC and CIEL play a critical role in ensuring that happens.

“We’ve worked with the Bank to improve its overall approach by providing detailed critiques and descriptions of new and improved ways forward,” Magraw said. “We’ve not just said, ‘Don’t do this’ or ‘Don’t do that.’”

The same is true for BIC, he says, which has a track record of both looking at specific policies and seeing how they fit into the bigger picture.

Through its 20-year history, BIC has been instrumental in helping open the World Bank’s doors to the public by working with other NGOs in the U.S., Asia, Europe and Latin America that were concerned about the social, environmental, economic and cultural impacts of development projects.

Although outside interest in the lending practices of the Bank has waxed and waned through the years, Dobson said, BIC has been steadfast in seeking to change IFI policies and install safeguards so those most affected by IFI policies and projects could have information and provide input.

Today, there is an increase in the number of

NGOs focusing their attention on the activities of the Bank, partly because of international media reports about the damaging effects that development projects in the Amazon Basin and elsewhere could have on the planet, and partly because of the new prominence of IFIs in light of the financial crisis.

Increasingly, sustainable development discussions around the world are focusing on three issues: the global economic crisis, global climate change, and the emergence of new sources of capital for development, including the so-called BRIC countries of Brazil, Russia, India and China, Dobson says.

His peers agree, noting that these issues often are linked.

That has prompted many leaders in the field to call for global standards for all IFIs to follow, whether they are supported with funds from many countries, such as the World Bank, or supported by a single source, such as BRIC governments that have cash available for lending in a tightening global economy.

Currently, if the World Bank attaches conditions to its funding, or refuses to finance an infrastructure project because of significant environmental risks, another funding source with fewer or no environmental standards can — and often does —



Korinna Horta

finance the work without any strings attached, says Korinna Horta, senior environmental economist at the Environmental Defense Fund (EDF).

“There needs to be a global response, so we get common standards that everybody everywhere adheres to,” she said. “We do not need a race to the bottom.”

Just as BIC and other NGOs recognize a need today for IFIs to finance projects that better preserve the planet’s resources, these same groups realized many years ago that people needed access to accurate project funding information and a system that guaranteed their ability to get it.

As a result of their work, the World Bank today operates public information centers, posts project information online and releases written reports in several languages. In addition, all Bank-funded projects now must include social and environmental impact studies.

Consequently, the Bank has a fully staffed Environment Department, and about 500 of its

approximately 10,000 employees address some aspect of environmental impacts, Dobson said. When BIC first sought reforms, the Bank had only three employees to address environmental issues.

At a celebration marking BIC's 20th anniversary, leaders from government and the nonprofit sector — including senior World Bank staff members — acknowledged the importance of the organization's work in educating nonprofit leaders and legislators about the need for policy and procedural changes at public lending institutions.

They noted that from the beginning BIC sought safeguards to ensure that community voices were included when decisions were being made about major development projects that could affect their lives, livelihoods, environment and culture.

Efforts aimed at reforming the World Bank eventually led to changes within other IFIs, including the African Development Bank, the Asian Development Bank, the European Bank for Reconstruction and Development, and the Inter-American Development Bank Group.

Also, new NGO networks were created to address emerging challenges, such as monitoring other lenders that were willing to fund environmentally risky projects, including private banks and national export credit agencies — private or quasi-governmental institutions that act as intermediaries between governments and exporters to issue financing.

While the work has expanded, BIC also has grown from a few employees in Washington, D.C., to 23 people who also work in offices in Bolivia, India, Indonesia, Kenya and Thailand. These sites operate as regional centers for the organization's on-the-ground work.

In addition to being credited with helping to make the World Bank's inspection panel a reality, BIC also has been cited as playing a key role in bringing about an earlier watershed moment in IFI reform history.

That victory came when Congress passed legislation in 1989 sponsored by U.S. Rep. Nancy Pelosi. Known as the "Pelosi Amendment," the policy forbids U.S. executive directors of all major IFIs from voting in favor of projects if either of two conditions is present: The projects were professionally reviewed and likely would have adverse environmental impacts, or assessments were completed but had not been made public at least 120 days before the vote.

This amendment was monumental because it opened the door for community involvement earlier

in the planning process, says Horta of EDF. This made it possible for the World Bank to learn about adverse environmental and/or social impacts before the projects are too far along. Consequently, they can be redesigned, adjusted, delayed or even halted, Horta said.

Since 1988, Mott has provided 14 grants to EDF for work on IFIs totaling close to \$2.1 million.

Although a lot of major changes have been made for the better, there is still work to do, Dobson says.

For example, he wonders whether the World Bank's process for lending an allotted \$23 billion annually should be changed. If it gave out less money, he asks rhetorically, could it do so more responsibly and with greater monitoring?

"With this current model, the theory is the more money you move, the more development you get. But this model doesn't look at whether the projects are good or not. You just get money out the door and don't look back to see how projects went because you have already moved on to next year's funding cycle."

The World Bank's current way of doing business also creates inherent internal tensions, Dobson says, because it pits employees against each other — those who must move the money quickly against those who must ensure projects adhere to sustainable development principles.

During his 20 years in the field, Dobson points to the most important lesson he's learned: Sustainable development can't happen outside the democratic process. Experience has shown that the best projects are those in which the people most affected are involved, he says.

"The democratic process is both efficient and effective." ■



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Mott.org/publications/mott_mosaic/fall2008.aspx

Related publication:

- IF-EYE Newsletter

Other Web sites:

- Bank Information Center
- Center for International Environmental Law
- Environmental Defense Fund
- World Bank
- World Resources Institute



Community colleges at forefront of workforce development in U.S.

Amy Linder expanded her career horizon through a community college.

Amy Linder of Lakeville, Michigan, says she began preparing for a career in child development at the age of 9.

“I started by babysitting — with supervision, of course — for little kids in my neighborhood,” said Linder, now 25. “I kept at it through high school and realized that I really just loved working with kids.”

After graduating from high school, she took positions with local child-care programs and in 2006 landed a part-time job with an afterschool initiative. Even with that new opportunity, however, she knew she needed to continue her education in order to strengthen her skills and expand her career.

While the idea of attending college was intimidating for her, Linder gathered up her courage and checked out the learning opportunities available at Mott Community College (MCC) in Flint. She enrolled in its child development program in September 2007.

For many families, the nation’s 1,600-plus community colleges represent an affordable, accessible option for getting an advanced education and gaining entry to living-wage jobs. And several demonstration projects — all funded by the Mott Foundation — have set out to explore ways those schools can help families create new opportunities for themselves in the classroom and the workplace.

BY DUANE M. ELLING

Helping practitioners, advocates, policymakers and philanthropy explore strategies that offer the most effective — and efficient — employment outcomes for families is an important focus of the Foundation’s workforce-related grantmaking, which comes under its Pathways Out of Poverty program.

“Community colleges offer a critical pathway to post-high school education and meaningful, living-wage careers,” said Jack A. Litzenberg, interim program director. “These demonstrations are revealing the ways that schools can help students meet those goals.”

Opening Doors

The Opening Doors Demonstration was launched in 2003 by New York-based MDRC, a nonprofit, nonpartisan, social policy research organization.

The five-year demonstration has been testing ways for helping non-traditional community college students — at-risk youth, low-wage working parents and unemployed individuals — earn an education beyond high school. Those strategies are:

- access to financial resources — including performance-based scholarships — that help students meet their families’ living expenses;
- targeted support services, such as intensive counseling and tutoring; and
- curriculum- and instruction-based reforms that help students become — and remain — engaged in their college education.

Those reforms include the creation of learning communities, in which small groups of students take a number of classes together during their first semester at school and also have access to a range of supportive services. The resulting network of relationships can help participants — many of whom are the first in their families to attend college — build and maintain confidence about succeeding on a college campus.

The six schools that have participated in Opening Doors are Chaffey College (California), Delgado Community College and Louisiana Technical College (both Louisiana), Kingsborough Community College (New York), and Lorain County and Owens community colleges (both Ohio).

Mott support for the demonstration has totaled \$801,000 since 2003.

Kingsborough already had implemented learning-community programs in 1995 to support students for whom English is a second language. Opening Doors, Kingsborough President Regina Peruggi says, has allowed the school to take the

program to new audiences, as well as new heights.

“The demonstration helped us reach students who have a range of barriers — academic, economic and personal — that might otherwise lead them to struggle in school and perhaps drop out altogether,” she said. “The approach is having a positive impact on students and, ultimately, I believe, their families and communities.”

Indeed, MDRC’s ongoing evaluation of Opening Doors has revealed some promising results. For example, students participating in the learning communities report feeling more integrated and engaged at school, rate their college experience more highly, and perform better academically than their non-participating counterparts. And low-income students who receive academic performance scholarships maintain higher grades and earn more course credits than those who receive no supplemental financial aid.

The demonstration’s scientific design has included the random assignment of more than 6,000 students to participant and control groups. Opening Doors was among the first demonstrations to use this rigorous approach in examining the role of community colleges in workforce development, according to Robert Ivry, senior vice president for development and external affairs at MDRC.

The emerging findings, he says, are sparking new efforts to “flesh out these interventions at an even deeper level and see how they can be replicated, implemented and expanded at other colleges around the country.”

“Ultimately, the lessons of Opening Doors will shape programs and policies that help college students succeed on campus, in the workplace and in their communities.”

Final reports on the schools’ findings are expected in early 2009.

Breaking Through

Helping students, particularly those who might otherwise struggle academically, succeed in college-level work is also the focus of the Breaking Through Demonstration.

This multiyear, national demonstration was launched in 2005 by the Boston-based Jobs For the Future (JFF) and the National Council for Workforce Education (NCWE), an affiliate of the American Association of Community Colleges headquartered in Washington, D.C. The focus of Breaking Through is on helping adults whose math and reading skills are below the 8th-grade

level prepare for, and succeed, in college-level professional and technical programs.

Specifically, the demonstration seeks to:

- connect isolated programs within colleges, as well as between colleges and community-based organizations, to create multiple pathways for students to earn a degree or occupational certificate;
- find ways to help students complete programs more quickly;
- provide support services to help students with barriers stay in school and succeed; and
- work with employers to create incentives — jobs, credentials, etc. — for students to improve their skills.

Thirty-one schools — including MCC in Flint — in 18 states are participating in the demonstration. MCC is also leading the Michigan Breaking Through initiative, started in 2007, which seeks to share the model with other colleges in the state.

The Mott Foundation, through its Pathways Out of Poverty program, has supported the national demonstration with more than \$4 million in grants since 2004 to JFF. Through its Flint Area program, the Foundation helped launch Michigan Breaking Through with a two-year, \$348,866 grant to MCC in 2007.

Recent national findings from Breaking Through reveal a number of promising strategies. For example, the Community College of Denver launched a program in 2005 to help newly-admitted and struggling students quickly build their limited math and English skills. More than

90 percent of the participants have completed their mid-level English courses, compared with 63 percent of non-participants.

Meanwhile, a “fast track” job-training program implemented at Southeast Arkansas Community College in 2005 is helping students with multiple barriers embark on careers as licensed practical nurses (LPNs). Participants strengthen their English, reading and math skills in accelerated classes whose content reflects their future career choice.

The emerging results show 96 percent of program participants successfully completing their core academic and LPN course work, compared with 55 percent of non-program students. Furthermore, 100 percent of students who participated in the program’s first year passed the state licensing test for nurses, compared with 90 percent of their non-Breaking Through peers.

Marlene Seltzer, president and CEO at JFF, says such findings reflect the importance of finding new ways to help people succeed in college and the labor market.

“Mining and cultivating the human capital that exists in all communities is more than an issue of equity,” she said. “It’s a matter of economic competitiveness for the country.”

Three new demonstrations, launched this year by JFF and NCWE, will build on the lessons of Breaking Through. Mott made grants totaling \$573,000 for the three.

The Creating Career Paths for the Low-Skilled in High Poverty Areas demonstration will help community colleges throughout the lower Rio Grande Valley — a four-county area that forms the southern tip of Texas — create educational and employment pathways for local residents.

The region is home to approximately one million people, one-third of whom live in poverty, according to U.S. Census data.

The demonstration will use strategies from the national Breaking Through initiative to design and launch new career pathway curriculums at South Texas College, located in McAllen. Those curriculums will engage area employers and workforce-development providers in offering students the education, services and resources needed to succeed in specific industries.

A second demonstration — Scaling Up Career Paths for the Low-Skilled at Community Colleges — will help colleges participating in the national Breaking Through initiative embed their strategies



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Mott.org/publications/mott_mosaic/fall2008.aspx

Features on Mott.org:

- An audio Q&A with Jack A. Litzenberg, interim program director for Pathways Out of Poverty, on how community colleges are addressing issues of literacy, adult education and workforce development.
- “Report urges new approach to adult education, workforce development.”

Other Web sites:

- Aspen Institute
- Jobs For the Future
- MDRC
- National Council for Workforce Education



■ Mott Community College, in Flint, Michigan, is one of 26 schools participating in the national Breaking Through demonstration.

as standard practice on their campuses. Evaluating the impacts of those expanded programs also will be a key focus.

The third demonstration will build on the Michigan Breaking Through initiative by growing educational and career opportunities for low-skilled workers in the state.

The Creating Career Paths for the Low-Skilled in Michigan Colleges demonstration will engage six community colleges in the region, including MCC, in the national learning network of schools participating in Breaking Through. It also will create a statewide learning network, offering participating colleges the opportunity to share emerging strategies, insights and experiences across Michigan.

Robert Matthews, director of workforce development at MCC, says these demonstrations will expand life and learning opportunities for many families. To date, the Michigan initiative has helped 55 students at MCC pursue studies in four

career areas: health care, manufacturing, human services and business management. The college plans to expand the Breaking Through approach to other curriculums.

“Education is about helping people succeed in school and life,” Matthews said. “These demonstrations offer us the tools to help every student move forward, regardless of the challenges they face.”

Courses to Employment

Linking students with resources on and, just as importantly, off campus to help them prepare for promising careers in targeted industries is the goal of the national Courses to Employment Demonstration. It was launched in 2008 — with the help of a one-year, \$1.2-million grant from Mott — by the Workforce Strategies Initiative (WSI) at the Washington, D.C.-based Aspen Institute.

Specifically, the three-year demonstration is exploring how partnerships between community-

based organizations and community colleges can help low-income, low-skilled individuals achieve a college degree and obtain work in a specific job sector.

The demonstration is being conducted at colleges in six communities: the Austin-Round Rock metropolitan area in Texas; Chicago; Flint; Los Angeles; Seattle; and the northern Virginia region of Arlington, Fairfax, Loudoun and Prince William counties.

By working together, community colleges and local service agencies can have a positive impact on the success of at-risk students, says Maureen Conway, deputy director of the Economic Opportunities Program at Aspen.

For example, nonprofit and human service organizations can help students address their special needs and challenges, such as access to quality, affordable day care; financial assistance with obtaining textbooks; and counseling on personal and life issues. And the schools

For several years, the college has helped workers embark on career ladders as automotive technicians. Now, through a partnership with the Workforce Development Council of Seattle-King County, SCC is helping non-traditional and struggling students move up those ladders through its Automobile Career Pathways Project.

The project, launched under the Courses to Employment demonstration, seeks to help employed graduates of SCC's automotive technician programs explore and follow through on career advancement opportunities, and overcome barriers to further education and skills training.

Berta Lloyd, dean of Workforce Education at SCC, says working with the council — which leads the area's publicly funded workforce development programs — is vital to the project's success.

“Both institutions are effectively plugged into the needs and interests of local families and

“Education is about helping people succeed in school and life. These demonstrations offer us the tools to help every student move forward, regardless of the challenges they face.”

Robert Matthews, Mott Community College

— in addition to providing education and skill development opportunities — can help identify and connect students with those community supports.

An awareness of local trends in business and industry also can help community colleges and service agencies work with employers to create educational curriculums, job-training programs and supportive services that reflect the needed skills and experiences. The result, Conway says, is that students are effectively prepared for jobs that offer meaningful career potential.

“Courses to Employment will illuminate how college and nonprofit partnerships can best take advantage of the opportunities presented by local industries,” she said. “And it will ultimately teach us how to build more effective partnerships, yielding lessons for communities across the country.”

Shoreline Community College (SCC) in Seattle is among the schools participating in the Courses to Employment Demonstration.

employers,” she said. “Courses to Employment provides us the chance to work even more closely in creating the education and job-training opportunities that will help business and the community move forward.”

Amy Linder can attest to the importance of the community college pathway. In June 2008, with the help of the Michigan Breaking Through demonstration, she completed the child development program at Mott Community College. She then passed a test for National Child Development Associate certification, making her eligible for an advanced position and salary increase with her employer, a local school district.

That personal and economic progress confirms for Linder that her career is right on track.

“Even when I was 9 years old and babysitting, I looked forward to going to work,” she said. “With the help of Breaking Through, I’ve opened new doors in a job that I love.” ■



South Africa institute seeks to heal apartheid wounds

BY MAGGIE I. JARUZEL

Nkosana Mkhize says many South Africans remain “paralyzed” from abuses suffered during apartheid.

Even though Nkosana Mkhize never lived under South Africa’s apartheid system as an adult, he still carries haunting memories of the things he experienced as a child and teenager during that period of legalized segregation.

“It’s not easy to see people dying. If you go to sleep, these pictures will come to you unless you deal with it,” said Mkhize, 29, who lived in the segregated township of Soweto during his adolescent and teenage years.

“There must be an opportunity to share your pain. If you choose to hide your issues, you are bottling up poison and that poison can kill you.

“I think our violence is so high in this country because there are many people carrying emotional scars. There’s a lot of bottled-up pain.”

While some people use drugs or alcohol to cope, he says, his help came after he enrolled in a workshop in 2005 that was provided by the Institute for Healing of Memories (IHOM).

For Mkhize, it was important to share his painful experiences in a place where he would not feel afraid or ashamed to speak up. IHOM offered that safe space in a small-group setting.

When he returned home after the workshop, Mkhize says, he carried with him practical skills

to help resolve future conflicts, and he also had learned how to begin the forgiveness process. Consequently, he felt as if a big bundle had been pulled from his back.

“I felt lighter, like I had peace and joy. I had relief.”

The workshop was designed to open people’s eyes to the destructive power of hatred, anger and guilt — and to the healing power of forgiveness, says the Rev. Michael Lapsley, IHOM’s founder and director.

The non-governmental organization (NGO) was created in 1998 to address the emotional, psychological and spiritual scars associated with apartheid — and the struggle to dismantle that system. Based in Cape Town with a second office in the

KwaZulu-Natal province and plans for additional offices in Johannesburg and the Eastern Cape province, IHOM has grown to a national organization. Also, its leaders foresee a New York City office on the horizon to give IHOM an international presence.

In addition to providing weekend workshops, the institute provides training for facilitators; seminars; and discussion groups that center around the topics of forgiveness, reconciliation, dealing with the past, peace building and restorative justice.

The interactive sessions build on the work of the Truth and Reconciliation Commission (TRC), which “kick-started” a national conversation on racial injustice. But Lapsley says that because the TRC dealt only with the most dramatic and violent offenses — murder and torture — the majority of South African citizens’ stories have never been told. As a result, IHOM’s work can be more far-reaching because, over time, it allows for many more people to participate than the approximately 23,000 who submitted testimony to the TRC, Lapsley says.



The Rev. Michael Lapsley has learned personal lessons in forgiveness and peace building.

“We are still a damaged nation. In the Western world, because of ‘instant everything,’ there’s a particular temptation to think we can heal a country in four or five years or even 15 years,” he said.

“Apartheid took several centuries to create. I believe that national reconciliation and healing will remain a part of the core objective for South Africa for the next 100 years.”

Since 2004, the Mott Foundation has provided three grants to IHOM totaling \$210,000 to support its work.

From Lapsley’s perspective, IHOM is helping the nation move closer to wholeness by providing weekend workshops where people of different racial, political and cultural backgrounds can share their life stories in an atmosphere of mutual respect. His views were confirmed when a 2007 evaluation of IHOM’s programs by an outside group found that Mkhize’s life-changing experience was not uncommon. For most participants, the workshop’s impact was still evident at six-month and one-year intervals.

Although Lapsley, an Anglican priest, is not a native South African, he instantly earns respect and empathy from workshop participants.

“When they see my hands have been removed,” he said, “they know that I know about pain.”

Originally from New Zealand, Lapsley arrived in South Africa in 1973, at the height of the apartheid era. Three years after his arrival, he was expelled, along with many others, following the riots that erupted when the South African police fired shots into a crowd of black youth protesting apartheid educational policies. The 1976 event became known as “the Soweto uprising.”

Although no formal reason was ever given for Lapsley’s expulsion, at the time he was the national chaplain of Anglican students and spoke out publicly in defense of students who were detained, tortured and killed.

Fast forward from 1976 to 1990 — the year Nelson Mandela walked out of a South African prison and Lapsley walked into a personal lesson on “forgiveness.” When the priest opened two religious magazines that had been mailed to his then-home in Zimbabwe, the package exploded. It is commonly assumed that backers of apartheid sent the letter bomb, but no one has ever accepted responsibility.

“I lost both my hands, an eye, and my eardrums were shattered,” Lapsley said.

What he has learned is that “pain is pain is pain — in whatever context you experience it.”



■ *At the end of workshops, participants light candles for peace and healing.*

Others have proven that statement to be true when, on two occasions, IHOM has brought together peace facilitators from conflict zones around the globe. Whether recipients of violence are in Northern Ireland, Rwanda, Sri Lanka, Australia or elsewhere, pain is transcendent, Lapsley says, and the recognition of suffering connects people.

So do tears.

“There’s a saying that ‘When you laugh, the whole world laughs with you. But when you cry, you cry alone.’ That’s not true. We have learned that tears unite us.”

But IHOM’s goal — for the international conference and all of its programs — is to help people move beyond shared tears of pain to shared tears of healing and wholeness, Lapsley says. The organization’s staff and volunteers help victims of the apartheid era deal with their past traumas so they can become contributing members of society.

A giant first step toward healing, Lapsley says, is to move from having knowledge about a past event to acknowledging it as an injustice — to oneself and others.

Evaluators who conducted follow-up interviews with participants concluded that in addition to providing a safe space for people to discuss issues related to apartheid, the workshops have helped people release their pain and exhibit empathy for others.

A major recommendation resulting from the evaluation, which already has been implemented, was for IHOM to provide reunion meetings for

participants four to six weeks after their initial workshops. Other program changes include providing healing workshops, classroom sessions or four-day residential peace academies for refugees; inmates at men’s and women’s prisons; people infected with, or affected by, HIV/AIDS; ninth-grade teachers and students in public schools; and youth identified as “at risk.”

Today — a full 14 years after South Africa’s first free and fair presidential elections — Mkhize is no longer a troubled teenager. As a single man with no wife or children, he devotes his time and energy to working with young people. He’s on staff at Life Choices, an NGO that equips youth ages 10 to 19 to make healthy decisions for their lives, including ways to prevent HIV/AIDS.

For him, the consequences of the nation’s apartheid past can still be felt today. For example, Mkhize says, he still sees people who are “paralyzed” by their feelings. His daily encounters with those living in townships without hope used to aggravate his own buried feelings.

But now Mkhize openly discusses his past pain and the forgiveness he granted to those who caused it. He talks about forgiving the authorities who harassed, intimidated or even killed his friends as they protested in street rallies, and the white people who laughed as they opened their gates for their large watchdogs to bark or bite whenever black people passed by.

Mkhize says he was suppressing a lot of painful feelings and memories when he first visited the institute.

“My fellow comrades and I weren’t supposed to cry,” he said.

“There had never been any opportunity for me to cry. But I was crying on the inside

“I had big wounds when my friends died and small wounds from the many funerals and marches I had gone to. At the workshop I learned that there must be — there has to be — an opportunity to share your pain with someone.” ■



| hotlinks: | where on the web

Mott.org/publications/mott_mosaic/fall2008.aspx

- Institute for Healing of Memories
- Life Choices
- South Africa’s Truth and Reconciliation Commission
- Soweto Uprising



Resources and ideas help community grow

Michael Freeman helped community organizations access the financing needed to produce 24 single-family rental homes and duplexes.

BY ANN RICHARDS

After seven years of patient planning and community organizing, the Salem Housing Community Development Corporation's efforts to revive a long-abandoned neighborhood a mile north of Flint, Michigan's central business district had sputtered to a halt. Although properties had been acquired and cleared, the local resources needed to continue the project were tapped out.

That was when the Local Initiatives Support Corporation (LISC) decided it wanted to be involved, according to Raymond Hatter, who recently retired as Salem's executive director.

With LISC's participation came a wide array of assistance, not the least of which was a national network of community development practitioners who have been involved in thousands of projects that could help inform Salem's work.

Today, 24 new single-family rental homes and duplexes have risen from the ashes of burned-out housing and trash-strewn properties. Designed in collaboration with neighborhood block clubs, the houses in Metawanenee Hills — as the new development is known — complement the architectural style of adjacent structures, several of which Salem is renovating.

LISC provided a \$100,000 predevelopment loan to get things started. The National Equity Fund Inc. (NEF), a subsidiary of LISC, provided \$4.5 million

in tax credit equity. Private dollars made up the balance of the \$5-million development.

“LISC walked in the door asking what we needed,” said Jane Richardson, Salem’s acting executive director. “In addition to bringing us access to financing and connecting us with a viable development company for our housing project, they have continued to help us build our organizational skills with dollars for capacity mapping and training.”

Today, more than 200 families are on a waiting list to rent the units, which were fully occupied when they were completed in the fall of 2007. Demand is so great, Salem hopes to initiate a second phase of new housing with the help of LISC and the Genesee County Land Bank, a public authority created in 2003 to hold, manage and develop tax-foreclosed properties.

Metawanenee Hills has been a coup for the land bank, says Dan Kildee, Genesee County treasurer and chair of the land bank’s board of directors.

“Metawanenee Hills is an example of a neighborhood taking root once dilapidated housing

County (the Ann Arbor area). In 2006, it provided more than \$3 million toward development of affordable and mixed-use, public, and mixed-income housing in communities across the state. Currently, it serves more than 85 community development corporations (CDCs) across the state.

The Metawanenee Hills project was ideal for LISC involvement, according to Michael Freeman, senior program officer for the Flint office, because Salem’s goal was larger than construction. It also was seeking to rebuild a neighborhood.

“In the past, LISC’s Flint area work focused mainly on housing production, and we’ve done a decent job of stabilizing neighborhoods,” Freeman said.

“But what we’ve discovered in Flint — and in neighborhoods around the country — is that new housing isn’t enough. Unless you address the social dynamics of a neighborhood at the same time you’re trying to effect physical change, you’ll be back to rehab the same housing eight or 10 years later.

“The kind of sustainability we’re interested in

“What we’ve discovered in Flint — and in neighborhoods around the country — is that new housing isn’t enough. Unless you address the social dynamics of a neighborhood at the same time you’re trying to effect physical change, you’ll be back to rehab the same housing eight or 10 years later.”

Michael Freeman, Local Initiatives Support Corporation

is cleared out,” he said. “We knew it [the housing development] was coming, but it’s sure nice to finally see it happening. We have LISC to thank for that. In Flint, they serve as the bridge between the land bank and the nonprofit community that can develop affordable neighborhoods.”

In 2002, the Mott Foundation provided the county with a three-year, \$891,000 grant to create a land bank authority.

“Part of that grant was to build our capacity,” Kildee said. “We contacted the national LISC Knowledge Sharing Initiative to get some help. They sent us to Michigan LISC, which responded by forming a partnership with us to create the first land bank in the state.”

Michigan LISC, headquartered in Kalamazoo, has offices in Flint, Grand Rapids and Washtenaw

can be achieved only by stepping back and taking a hard look at what we want for the future. With limited resources and a wide range of need in the community, we work with local agencies to figure out how to deploy finite resources and who best to partner with to keep the momentum going.”

Nationally, LISC works in more than 300 urban and rural communities across the country. Since it was organized in 1979, the nonprofit lending and grantmaking institution has directed more than \$7.8 billion from 3,100 investors, lenders and donors toward the transformation of distressed neighborhoods.

In 2006, the organization unveiled a new strategic plan — the Sustainable Communities Initiative (SCI) — that continues to emphasize investment in housing and other real estate, but

also encourages permanent change in targeted neighborhoods by supporting efforts to increase family income, stimulate economic activity and connect residents to the mainstream economy, improve access to quality education, and support healthy environments and lifestyles.

“It’s about transforming marginalized neighborhoods and making them neighborhoods of choice,” said Tahirih Zeigler, director of Michigan LISC since 2006.

LISC’s state and national offices bolster local efforts by providing a variety of resources to the table, such as best practices and national models, training and organizational capacity-building opportunities, and funding.

“We also serve as neutral convener for our local programs,” Zeigler said.

“We help encourage strategic alliances. Over the next decade, Michigan LISC will continue to provide affordable housing, but we also will step up our emphasis on helping distressed neighborhoods gain access to education and quality child care, supporting local economies through micro-enterprise development, and revitalizing distressed corridors and linking them to the larger community.”

In Genesee County, LISC, the land bank and community partners have several projects in the works.

“Fortunately for us, the stars lined up in support of SCI in Flint,” Freeman said.

“Given the level of disinvestment, it didn’t make sense to scatter housing throughout the city. We decided we needed a tight, geographic focus if we were going to show impact. Fortunately, local funders were already thinking along the same lines.

“As soon as local CDCs (community development corporations) understood we could bring resources into the community, they were more than willing to team up.”

Mott funding has been instrumental in helping leverage new local, state and national resources, according to Freeman. After providing indirect support through the land bank, the Foundation granted \$300,000 to LISC in general support in 2006. That investment had a cascade effect, leveraging \$2 million in additional investment that year — and another \$6 million in tax credits, loans and grants since.

Another Mott grant to Kettering University, used to create a comprehensive master plan linking

neighborhoods and institutions lying between the campus and downtown Flint along the Flint River corridor, also has helped shape LISC’s strategic approach in Flint.

The Flint River District Plan, completed in 2004 by Sasaki Associates Inc., encompasses vacant industrial land as well as several major city institutions, including Kettering and Hurley Medical Center. Using the river as a community “spine,” the plan is designed to integrate with Flint’s central business district and create a “university corridor” along the former Third Avenue, a major thoroughfare between Kettering on the west, the University of Michigan-Flint downtown and Mott Community College on the east. In August 2008, the city of Flint officially renamed the street University Avenue.

Although Sasaki has worked to create separate master plans for Flint’s downtown, the Flint Cultural Center and UM-Flint, the Flint River District Plan is the first to deal with traditional, neighborhood-based housing. The primary focus of the plan’s neighborhood redevelopment is Carriage Town, where the majority of existing housing was built in the early 1900s, when Flint was the carriage capital of the U.S.

“From the minute it was completed, I’ve used the Flint River District Plan to help guide our decisionmaking — where to invest our resources and where to build partnerships,” Freeman said.

Over the past decade, Carriage Town has bucked housing trends for the rest of the city with a 10 percent increase in homeownership, despite the city’s increasingly poor economy, according to Freeman.

“It’s an ideal area to develop new housing for people who are interested in a ‘walk to work’ lifestyle,” he said.

Vacant and land-banked properties were another asset that pushed Carriage Town to the top of LISC’s list of areas with potential for revitalization. Through land transfers from the city of Flint and the neighborhood association, the land bank had assembled contiguous lots that could be used to cluster new housing or single lots appropriate for housing.

In September 2007, LISC and its partners initiated two housing projects in Carriage Town. Thirteen units — including eight new builds and five rehabilitated houses — will be redeveloped in proximity to one another along a yet-to-be-named street. The homes, funded by LISC, the city, brownfield tax increment financing and \$225,000 in grants from Mott, will be priced to appeal to middle-class families with jobs nearby.

The \$1.9-million project is designed to help improve the overall appearance of the neighborhood and attract additional private investment in the Flint River District.

The Berridge Place project — which will transform a 24,000 square-foot former hotel into a 23-unit condominium and mixed-use development — is designed to attract smaller families and single residents — young professionals, university or hospital employees, Freeman said.

The \$6.2-million renovation, expected to be completed this year, is the result of collaborative efforts between the land bank and Court Street Village Non-Profit Housing Corporation. Other major investors among the 18 funding partners include the city and county, the Ruth Mott Foundation, the Community Foundation of Greater Flint, the Michigan State Housing Development Authority, the State of Michigan’s Cool Cities Initiative, and LISC. The Mott Foundation also made a \$300,000 grant in support.

In addition to its housing development activities, Flint LISC’s efforts to build the organizational capacity of area nonprofits have been well-received, particularly by some of the smaller nonprofits, such as the Flint Neighborhood Improvement and Preservation Project Inc. (NIPP).

“They’ve been with us every step of the way, helping us secure grants, conduct market research, and develop our LLC (limited liability corporation), said Judy Christenson, a project director for Flint NIPP.

Staffing, through the Michigan LISC AmeriCorps, has been one of its most valuable contributions to Flint NIPP, she said.

“We would never be able to take on some of the projects we’re involved in without our AmeriCorps volunteers.”

In 1994, LISC partnered with the Corporation



■ *Metawanenee Hills has a waiting list of more than 200 families.*

for National and Community Service, an independent federal agency, to sponsor a LISC AmeriCorps program. Michigan hosts the largest AmeriCorps program in LISC’s national network, placing approximately 120 members with CDCs across the state to date.

Freeman became involved in Flint’s housing revitalization efforts through the AmeriCorps project.

“I was a LISC AmeriCorps member with Court Street Village Nonprofit Housing Corporation back in 1994,” he said.

Freeman was hired to direct the state’s AmeriCorps program in 2000, but he returned to Michigan LISC and Flint in 2004.

He likens LISC’s role in Flint to that of oil in an automobile engine — preventing friction, keeping various parts working smoothly — all with an eye toward getting ideas moving.

“Our role is identifying needs and filling gaps, building organizational capacity and facilitating cooperation,” he said. “It’s what I love about this job. We don’t want to be prescriptive, but we do want to help steer strategic investments that will lead to change in the community.”

Said Salem Housing’s Hatter:

“Unfortunately, in Flint a lot of nonprofits like us have had a ‘go-it-alone’ attitude for too long. Here we were, cutting ourselves off from this huge skill set and experience.

“Michael has shown us that LISC has a wealth of practical knowledge; he has real heart for this work. Now we know what tools are available and we’re reaching out and grabbing them.” ■



| hotlinks: | where on the web

Mott.org/publications/mott_mosaic/fall2008.aspx

- Local Initiatives Support Corporation
- LISC – Michigan
- Salem Housing Community Development Corporation
- Genesee County Land Bank

A full-service school model for Flint

BY ANN RICHARDS

Mark Evan's goals were modest when he was hired in 2003 as coordinator of community outreach for Durant-Tuuri-Mott (DTM) Elementary School in Flint: Drawing upon the resources of area businesses and institutions, he hoped to introduce programming that would benefit students and their families.

Little did he anticipate that five years later, the state would recognize DTM's network of services as one of 19 model programs to receive funding as family resource centers.

The goal of the state's Family Resource Center initiative is to help schools improve academic performance by creating more efficient access to community services, according to officials at Michigan's Department of Human Services. Because these centers are targeted to assist struggling communities and families, schools can participate only if more than half of their students qualify for free or reduced-cost lunches.

The Family Resource Center at DTM has been instrumental in introducing a number of positive changes. Of all its achievements, Evans is most proud of the AYP (Annual Yearly Performance) award the school received from the U.S. Department of Education in 2006. It was the only school in Michigan to meet AYP performance standards over the preceding five years.

"I believe the award was a direct result of the center's efforts to foster collaboration — by parents, teachers, local businesses and area institutions," Evans said.

He arrived at DTM in 1998, courtesy of nearby Kettering University, which used a portion of a \$5-million endowment gift in 1995 from the Mott Foundation to create a Community Outreach Fund. The \$2-million fund, which continues to support Evan's salary as the school's school/community coordinator, is used in Kettering's ongoing efforts to stabilize and revitalize the neighborhoods surrounding its 90-acre urban campus.

Evans says that stable source of funding gave him the gift of time, without which he could not have gained the community's trust and confidence.

"My first project was dismantling a broken-down playground. I think it had become a sort of symbol of failure for the neighborhood.



Mark Evans is working to establish family resource centers at two more Flint schools.

"Then it became a matter of investing my time in building relations with the community, getting them to come to the school, finding out what they needed."

Evans credits Dan Berezny, DTM's longtime principal, and Metro Housing Partnership Inc. as keys to the Family Resource Center's success.

He also credits the flexibility and patience of many partner agencies — including the Michigan Department of Human Services, which has placed two full-time social workers at DTM. Currently, the DTM Community Partners in Action Collaborative, which established the Family Resource Center, includes 12 public, private, nonprofit and faith-based agencies.

"It became less of a hard sell as more agencies agreed to work with us," Evans said.

But it is neighborhood residents, and their willingness to subsume personal interests for the good of their community, that keeps the center on track, according to Ravi Yalamanchi, executive director of Metro Housing.

"Mark was able to change the mindset of neighborhood residents, particularly the families with children at DTM. His work changed the culture of the neighborhood," Yalamanchi said. "That's what makes this model so compelling. It was built slowly, engaging individual with individual, agency with agency. This is a model built for perpetuity."

Evans agrees.

"I've been spending time trying to help two more Flint schools replicate the DTM model, and the neighborhood has noticed my absence. They've requested more of my time and want to develop some training to strengthen their own skills. To me, this is success — a community that knows what it needs and is unified in going after it.

"They've built a solid foundation of cooperation; they're not letting go of that." ■

CIVIL SOCIETY

The **United Nations** received an 18-month, \$80,000 grant to raise public awareness about the work of the International Criminal Tribunal for the former Yugoslavia (ICTY).

Funding will support the creation of a dedicated Web site that will enable global audiences — especially those in the former Yugoslavia — to have access to legal findings and a wide range of new content. Such information and resources will be available to the public in the Bosnian, Serbian and Croatian languages.

The U.N. Security Council created the ICTY in 1993 in response to the mass atrocities being committed in the former Yugoslav republics of Bosnia and Herzegovina and the republic of Croatia. The tribunal was the first war crimes court established since the Nuremberg and Tokyo tribunals after World War II.

Contact: United Nations
+31.70.512.5000
www.icty.@un.org

ENVIRONMENT

The **American University** was awarded a two-year, \$150,000 grant to strengthen the development and enforcement of environmental standards at international financial institutions to promote sustainable development and protect the global environment.

Multiyear funding will enable the Program on International Comparative Environmental Law (PICEL) at the university's Washington College of Law to evaluate current sustainable finance standards; monitor the climate change-related policies of financial institutions; strengthen existing accountability systems to support affected communities in specific cases; and look for new approaches to increasing accountability of public and private financial institutions.

PICEL was launched in 2004 to promote international and comparative environmental law as a response to the serious threats facing the global environment. The program emphasizes the part played by public interest, civil society and others in shaping and applying environmental law with the goal of sustainable development.

Contact: American University
202.274.4000
www.american.edu

FLINT

The **Flint Institute of Arts** (FIA) received an eight-month, \$84,000 grant to support two innovative exhibitions of comic book, comic strip and graphic novel art. In the process of researching the topic of comics for an exhibition, the institute decided to create an exhibition to display African-American comic artists.

Funding will support *Comics, Heroes, and American Visual Culture* and *Beyond the Frame: African-American Comic Book Artists*. The exhibitions — scheduled for display January 24-April 26, 2009 — explore the depth, humor, intellect and influences of comics of the past, as well as today's most recent "web comic" art. Both displays will appeal to younger audiences, while *Beyond the Frame* should have special appeal to African-American audiences and will be showcased with other related material during Black History month.

FIA, established in 1928 and incorporated in 1930, has one of Michigan's most outstanding collections of American and European art, and is accredited by the American Association of Museums.

Contact: Flint Institute of Arts
810.234.1695
www.flintarts.org

PATHWAYS OUT OF POVERTY

Local Initiatives Support Corporation (LISC) was awarded a three-year, \$225,000 grant to provide technical assistance and capacity-building support to micro-enterprise organizations in Michigan. In light of the state's current difficulties, micro-enterprise can provide employment for its citizens and opportunities for increased income, while helping revitalize the state's economy.

Multiyear funding will be used by Michigan LISC to coordinate micro-enterprise programs and create networking opportunities with other business development service providers at the local, regional and state levels; build the capacity of current micro-enterprise development programs to expand the delivery of effective services; promote state policy that supports micro-enterprise; and increase access to capital by creating or expanding loan funds at the local, regional and state levels.

LISC, established in 1979, is the nation's largest community development support organization with programs in 33 cities and regions throughout the U.S. Its mission is to help transform distressed communities and neighborhoods into healthy ones that are good places to live, do business, work and raise families.

Contact: Local Initiatives Support Corporation
810.233.4299
www.lisc.org

CIVIL SOCIETY

Philanthropy in a Changing Society: Achieving Effectiveness through Diversity provides an up-to-date analysis of progress made by diversity programs in the field. Funding from the Mott Foundation enabled Rockefeller Philanthropy Advisors (RPA) to examine the historical and current scope of diversity within foundations.



RPA conducted a literature review, interviewed more than 35 philanthropy professionals involved in diversity programs, and analyzed data collected by the Council on Foundations and Foundation Center from 1982 through 2006. According to the report, although diversity grew during the past 25 years among foundation boards and staff positions, it still lagged behind overall national population figures. Furthermore, continued diversification within philanthropy is dependent on a commitment from leadership and governance.

RPA offers research and counsel on charitable giving; develops philanthropic programs; and offers program, administrative and management services for foundations and trusts. During 2007 and 2008, Mott provided \$162,250 in support of the diversity in philanthropy project.

Local Mission – Global Vision: Community Foundations in the 21st Century looks at the steady increase in community foundations on a global scale and evaluates the potential opportunities and challenges for the field. The book was published by the Foundation Center in collaboration with the Transatlantic Community Foundation Network (TCFN).

The book is a compilation of the perspectives of 17 experts from around the world and is organized around four themes – “Mission, Vision and Values: Questions of Purpose and Identity”; “Building Assets and Community: The Work of Community Foundations”; “Beyond Money and Grantmaking: Civic Leadership by Community Foundations”; and “On the Brink of New Promise? Community Foundations and the Evolution of

Philanthropy.” Its goal is to reflect on the current state of community foundations and offer a map for navigating the future.

The Foundation Center, established in 1956, is the leading U.S. authority on philanthropy, connecting nonprofits and the grantmakers that support them to tools and information. TCFN is a learning community of community foundations and support organizations from Europe and North America. It provides an opportunity for community foundations on both sides of the Atlantic to exchange expertise and experience. The Foundation Center is a long-time Mott grantee.

ENVIRONMENT

Exporting destruction: Export credits, illegal logging and deforestation, prepared by FERN, addresses the role played by export credit agencies (ECAs) in financing global deforestation. Along with promoting domestic industries, ECA funding also influences policies and actions in the countries in which they support projects.

Drawing from case studies and historical research, the report offers policy recommendations for aligning ECAs with other publicly funded institutions and decreasing the potential for negative social and environmental impacts, including deforestation. It urges the creation of protective measures to ensure that ECAs do not undercut international commitments to sustainable development.

FERN was created in 1995 to promote greater environmental and social justice, with a specific focus on forests and forest peoples’ rights in the development of policies and practices in the European Union. Mott has provided \$646,828 in support to FERN since 2001.

Poverty, climate and energy: the case against oil aid —

a joint effort by Friends of the Earth International, Oil Change International, WEED and Jubilee South — addresses the impact of oil and gas development on developing countries. The subsidizing of the international oil industry over the past 25 years has not benefited these countries but resulted in negative consequences, the report says. According to the report, expansion of fossil fuel production not only contributes to continued climate change, but also has been historically associated with less economic growth



for developing countries. And taking out loans for oil and gas production just adds debt to an already struggling government, the report found.

The goal of the brief is to publicize the need to end “oil aid” and thereby the negative impact on the environment at the global level. In question-and-answer format, the brief makes a case against oil aid.

Friends of the Earth International, a long-time Mott grantee, is a worldwide federation of more than 70 environmental organizations. Oil Change International, another Mott grantee, works to encourage progress in the energy industry toward an environmentally and socially sustainable energy future.

Seeing ‘REDD’? *Forests, climate change mitigation and the rights of indigenous peoples and local communities* addresses the growing awareness among many governments that such groups need to be included in the discussion about development projects that will affect them personally. While new international forest and climate funds have pledged to support the U.N. Declaration on the Rights of Indigenous Peoples and employ a rights-based approach, current proposals for reducing emissions from deforestation and forest degradation (REDD) contain no outright commitments to consider rights and equity issues.

The report by Stichting Forest Peoples Programme — an update of an earlier paper on REDD — examines the degree to which



| hotlinks: | where on the web

Mott.org/publications/mott_mosaic/fall2008.aspx

- *Philanthropy in a Changing Society*
- *Exporting destruction*
- *Poverty, climate and energy*
- *Local Mission-Global Vision*
- *Seeing ‘REDD’?*

international negotiations and pilot initiatives are addressing social and rights issues, and offers recommendations and proposals on REDD by indigenous peoples and civil society in light of the U.N. Climate Convention in 2007. Its main goal is to inform rights holders, activists, campaigners and policymakers on key issues, recent developments, and ongoing risks and opportunities for REDD policies and programs.

The Stichting Forest Peoples Programme works to safeguard the rights and interests of communities dependent on forests by requiring international financial institutions (IFI) to comply with vital operational policies and other relevant standards. Since 1999, Mott has provided more than \$1 million in support of the program’s efforts to raise the profile of the international debate on IFI policies and the need for greater accountability and improved policy implementation, and promote the participation of forest peoples in policy dialogues that affect them.

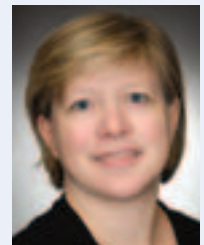
MOTT PEOPLE

Arrivals

Cheryl Garneau has joined the Foundation as an Investment Manager at its investment office in Troy, Michigan. Before coming to Mott, Garneau was responsible for public equity investments at the University of Michigan’s investment office. She also worked for more than a decade in the areas of pension investing and administration for Chrysler LLC. Garneau holds a bachelor’s degree in business administration from Michigan State University, a Juris Doctorate from the University of Michigan and a master’s degree in business administration from Wayne State University. She is a chartered financial analyst, a certified public accountant and a member of the State Bar of Michigan.

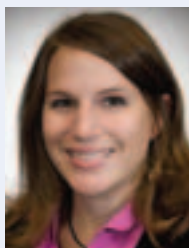


Amy Shannon has joined the Foundation as a Program Officer on the Environment team in the area of International Finance for Sustainability. Shannon has served as a consultant to Mott for several years. As a program officer at the MacArthur Foundation, she worked on conservation and sustainable development of natural resources. She also directed a nonprofit leadership development program aimed at engaging Latin American immigrants in public policy related to sustainable development. Shannon holds a bachelor’s degree in anthropology from Dartmouth College and a master’s degree in business administration from Harvard Business School.



continued on page 24

Alissa Talley has joined the Foundation as a Program Assistant on the Pathways Out of Poverty team, working on the Learning Beyond the Classroom portfolio within the Improving Community Education program area. Talley previously worked for the University of Michigan Library in Ann Arbor and the Innocence Project in New York City. She holds a bachelor's degree in psychology from the University of Michigan.



Promotions

Neal R. Hegarty has been promoted from Program Officer to Director of the Flint Area program. He joined the Foundation in 2000 as an Associate Program Officer on the Flint Area team. Prior to that, he was assistant director of the LVA-Capital Area Literacy Coalition in Lansing. He holds a bachelor's degree in political science from Texas Tech University and a master's degree in public policy and administration from Michigan State University.



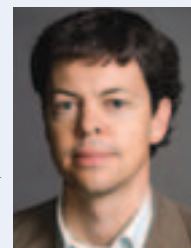
Shannon L. Lawder has been promoted from Regional Director of the Central/Eastern Europe and Russia program area to Director of the Civil Society program. She has been with the Foundation since 1995 when she began as an Associate Program Officer on the Civil Society team. Before coming to Mott, she was an international program director for the Olga Havel Foundation in Prague, Czech Republic. She holds a bachelor's degree in Russian studies from the University of California, Santa Cruz.



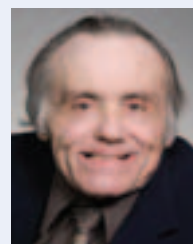
Samuel B. Passmore has been promoted from Program Officer to Director of the Environment program. He joined the Foundation in 2001. Previously, he was a land-use program director at the South Carolina Coastal Conservation League. He holds a bachelor's degree in English and environment studies from Oberlin (Ohio) College and a master's degree in public affairs from Princeton University.



J. Walter Veirs has been promoted from Program Officer to Regional Director for Central/Eastern Europe and Russia. He came to the Foundation as an Associate Program Officer on the Civil Society team in 1998. Prior to that, he practiced law in Prague, Czech Republic, and the U.S. He holds a bachelor's degree in English literature and economics from Hamilton College in New York, and a law degree from the University of Virginia.



Jack A. Litzenberg, Senior Program Officer, is serving as interim director for the Pathways Out of Poverty program. He joined the Foundation in 1984 as a Program Officer. In 1994, he was the recipient of the national Robert W. Scrivner Award for innovation and creativity in grantmaking from the Council on Foundations. He holds a bachelor's degree in social studies from Bowling Green (Ohio) State University and two master's degrees, one in urban studies from the University of Akron (Ohio) and the other in urban planning from The Ohio State University.



Retirements

Donald F. Dahlstrom has retired after 17 years with Mott's Communications Department. As Senior Communications Officer/Publications since 2001, he managed all aspects of publication operations. Dahlstrom continues to serve as a contract employee to the department on a part-time basis.

Paul McVey has retired after 26 years with Mott's Investment Office. Most recently, he served as Investment Manager in charge of public equities and was instrumental in Mott's recent diversification into the international equities markets.

Departures

Kevin F. Walker left the Foundation to become president and CEO of the Northwest Area Foundation in St. Paul, Minnesota. During his 13 years at Mott, Walker served in various capacities: Executive Assistant to the President, Program Officer, Program Director of the Poverty program, and, most recently, Associate Vice President for the Flint Area and Pathways Out of Poverty programs. ■



The Charles Stewart Mott Foundation, founded in Flint, Michigan, in 1926 by a General Motors pioneer, is a private philanthropy committed to supporting projects that promote a just, equitable and sustainable society. It supports nonprofit programs throughout the United States and, on a limited geographic basis, internationally.

Current interests are divided into the following programs, which are subdivided into focused program areas:

CIVIL SOCIETY

- Mission** To support efforts to assist in democratic institution building, strengthen communities, promote equitable access to resources, and ensure respect of rights and diversity.
- Program Areas** Central/Eastern Europe and Russia; South Africa; United States; Special Initiatives-International.

ENVIRONMENT

- Mission** To support the efforts of an engaged citizenry working to create accountable and responsive institutions, sound public policies, and appropriate models of development that protect the diversity and integrity of selected ecosystems in North America and around the world.
- Program Areas** Conservation of Freshwater Ecosystems in North America; International Finance for Sustainability; Special Initiatives

FLINT AREA

- Mission** To foster a well-functioning, connected community that is capable of meeting the economic, social and racial challenges ahead.
- Program Areas** Arts, Culture and Education; Community Revitalization and Economic Opportunity; Special Initiatives

PATHWAYS OUT OF POVERTY

- Mission** To identify, test and help sustain pathways out of poverty for low-income people and communities.
- Program Areas** Improving Community Education; Expanding Economic Opportunity; Building Organized Communities; Special Initiatives

EXPLORATORY & SPECIAL PROJECTS

- Mission** To support unusual or unique opportunities addressing significant national and international problems. *(By invitation only.)*

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Mott Foundation



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RECENT CONTENT

- ▶ The Mott Foundation's *2007 Annual Report* – now available online — examines the common conceptual threads and core values that run through our grantmaking by profiling 14 different grantee organizations and the work they are doing to build community around the globe. Foundation President William S. White's annual message presses home these connections, and traces the evolutionary lines that bind Mott's contemporary grantmaking to previous eras and generations.
- ▶ *Truth in Translation* — a musical drama that tells the story of South Africa's Truth and Reconciliation Commission (TRC) through the eyes of those who transcribed the testimony of the victims of apartheid — recently played in the Balkans, with support from the Mott Foundation. This award-winning production is the focus of a multimedia package of stories now available online at Mott.org.
- ▶ The Mott Foundation's support for afterschool includes activities related to the statewide networks. Two of those organizations — the Pawtucket, Rhode Island, Child Opportunity Zone (COZ) and the Holyoke, Massachusetts, Connections Program — were honored recently with the William S. White Achievement Award for service to children, schools and communities at the 2008 21st Century Community Learning Centers Summer Institute in Dallas, Texas.
- ▶ The Michigan Environmental Council received a grant from the Mott Foundation to promote the recently approved Great Lakes Compact and related water management policy reforms designed to assist the state in becoming a leader in the protection of Great Lakes resources.
- ▶ Mott.org has been experimenting with different media — specifically podcasts and video — in an effort to convey stories about the interesting work of our grantees in ways that appeal to a variety of audiences. Depending upon audience response, such multimedia storytelling increasingly will be produced to enhance the Foundation's traditional use of print-based articles and reports.



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