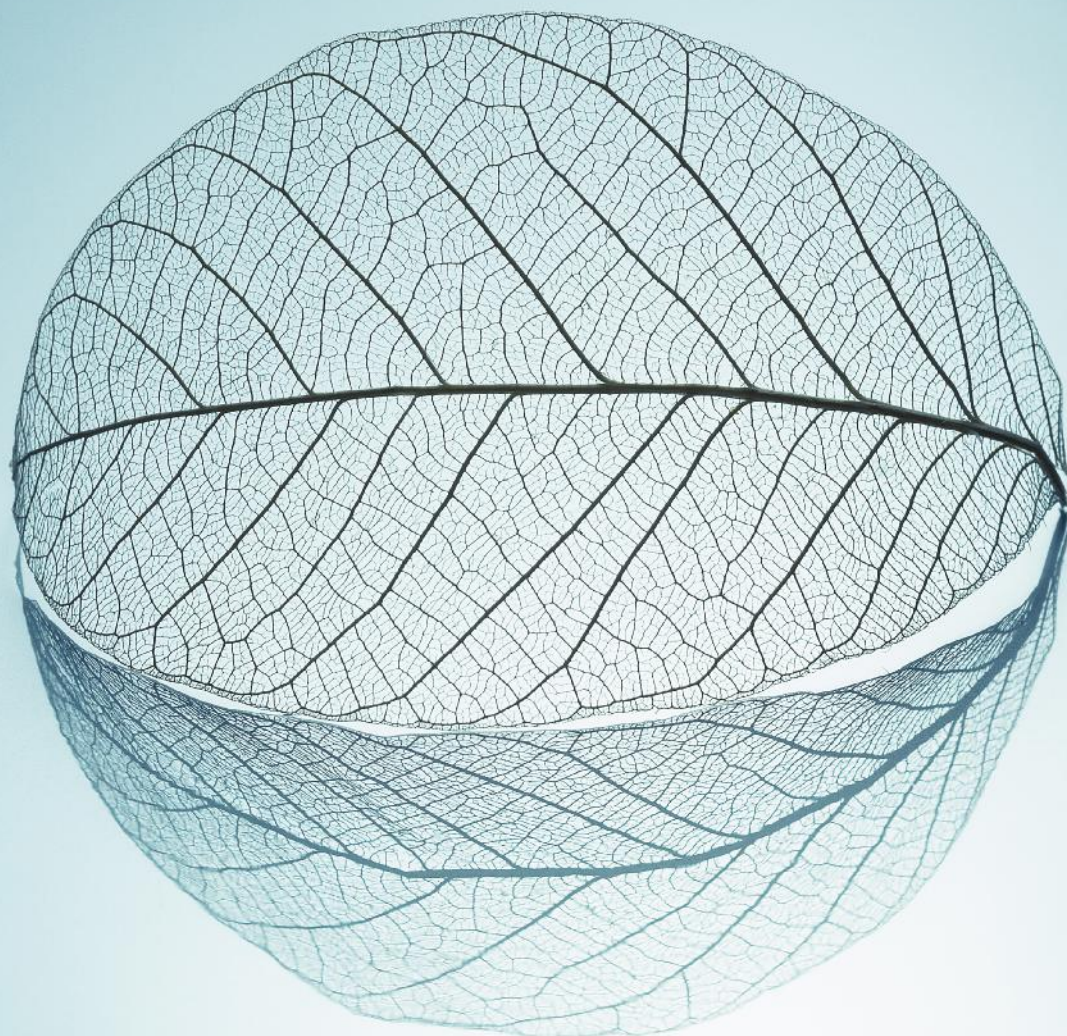


# The Magazine

2.19



**Dear Readers,**

It all began more than 50 years ago with the promotion of Franco-German relations. Throughout his life, Robert Bosch, who died during World War II, had advocated for stronger relations between Germany and its neighbor.

Accordingly, for many years the Robert Bosch Stiftung's international funding was concentrated on the challenges of the post-war period and reconciling Germany with its neighbors. Funding was mainly focused on bilateral relations – and as of the 1980s, on the United States as an important partner. With the end of the Cold War, the priority turned to re-integrating the countries of Central and Eastern Europe into the European framework and the Western community of values. Against the backdrop of globalization, the Foundation started working in new regions at the turn of the millennium and expanded into Asia and Africa. The promotion of bilateral relations was increasingly replaced by multilateral activities, and programs focusing on structural challenges comple-

mented encounters and exchanges on a more individual basis. This paradigm shift reflected Germany's changing position in the world. It also moved the international relations program towards a more thematic focus.

Certainly not all efforts met expectations, but many projects were indeed successful. Nevertheless, at the beginning of 2018 we asked ourselves how we could remain effective in a world of momentous change, and we opted for a radical new beginning in our international work.

We spent a year and a half working intensively on questions such as: What are the challenges? Which ones can we handle with our means? What are the new developments in philanthropy, and how can we make use of them?

This magazine presents the four new topics of our international work and provides some insight into what we have learned along the way. It is a report on a work in progress – because our fleshing out of these new topics has only just begun.

We hope you enjoy the read!



**Joachim Rogall, Sandra Breka, Hans-Werner Cieslik**  
Board of Management of the Robert Bosch Stiftung





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**“The entire process was one long learning journey.”**

Project Manager Thomas Henneberg

In an internal realignment process, the Robert Bosch Stiftung’s area of support International Relations was transformed to International Understanding and Cooperation. Starting in 2020, its work will be focused on four new topics.

On pages 18–20, Member of the Board of Management Sandra Breka explains the motivation behind the realignment.

On pages 22–27, we present the new topics of our international work.

On pages 34–39, employees explain what the process was like for them.



# A World Out of Balance

Global phenomena such as climate change, conflict, migration, and inequality have reached dimensions that demand international responses.

3.5% of the world's population are international migrants.\*



\* This includes refugees, migrant workers, international students, and other people born in a foreign country.


2/3

of all illiterate persons worldwide are female.

A 45% reduction in CO<sub>2</sub> emissions is needed by 2030,\*\*\* with zero emissions by 2050, to limit global warming to 1.5°C.

\*\*\* As compared to 2010.

In May 2019, the concentration of CO<sub>2</sub> measured at Mauna Loa Observatory in Hawaii was 415 parts per million (ppm). That is the highest concentration of carbon dioxide in the Earth's atmosphere in three million years.





There were 162 armed conflicts worldwide in 2018. That's an increase of 54% over 2008.

200 million people,

according to the most common estimate, will leave their homes by 2050 and seek safety inside or outside of their own countries because of climate change.\*\*

\*\* Depending on the scenario, these estimates vary from 25 million to 1 billion people.

1/3

of all conflicts are civil wars in which troops from other countries are involved. These conflicts are longer, more violent, and more difficult to resolve than others.

Sources: The World's Women 2015; Trends and Statistics by United Nations Statistics Division; UN DESA International Migrant Stock 2019; Key Messages; PRIO Conflict Trends 2017; Institute for Economics & Peace Global Peace Index 2019; M. Willeit, A. Ganopoulos, R. Calov, V. Brovkin: Mid-Pleistocene transition in glacial cycles explained by declining CO<sub>2</sub> and regolith removal in Science Advances, Vol. 5, No. 4, April 3, 2019; <https://research.noaa.gov/article/ArticleID/587>; Carbon-dioxide-levels-hit-record-peak-in-May, August 26, 2019; IPCC Special Report on Global Warming of 1.5°C, Summary for Policymakers, 2018

Text and research: Martin Petersen | Photos: Ryan Lowry; Michael Kohls; Benjamin Schmuck; Olga Bozalp



400%

more conflicts were fought over water in 2009 as compared to 1997.



# Common Cause

TEXT  
Fabrizio Hochschild  
Drummond

Global challenges demand one thing above all else: intensive cooperation. An essay by UN Under-Secretary-General Fabrizio Hochschild Drummond.

In 1964, the Robert Bosch Stiftung was formally established to pursue Robert Bosch's philanthropic vision to advance progress in the fields of health, education, and international understanding. Robert Bosch had yearned for peace his whole life and long supported Franco-German reconciliation. To honour his legacy, the newly created Foundation placed international understanding at the core of its mission.

The world, however, looked very different in 1964 than it does today. Threats to international understanding were linked to ideological differences and the overdue process of decolonization. Fears abounded that the Cold War could stoke nuclear deflagration and conflict between the two superpowers: 1964 marked both the Gulf of Tonkin incident that precipitated greater US involvement in Vietnam, as well as the beginning of the Rhodesian Bush War.

The threats people and planet face today are related to a different set of challenges, incipient but not yet foreseen at the time. These include global warming and the destruction of bio-diversity, growing inequality, xenophobia, resurgent nativism and political polarization around migration, the disruptive impact of transformative new technologies and the demographic trends that will lead to distortions in age distribution as well as ever greater unplanned urbanization. Moreover, since 1964, a world order divided between two powers gave way with the fall of the Berlin Wall to one with a single power. Now many see us making an uneasy transition to a multi-polar world order. A former French permanent representative to the UN has referred to these developments as a “new world disorder,” while the UN Secretary-General has spoken of “chaotization.”

“We need new approaches and creative thinking.”

We are facing a fundamental and potentially tragic paradox between an increase in global challenges and a retreat from the institutions that can pursue global solutions. And yet, failure to address these challenges will have far-reaching consequences for the welfare of our children and grandchildren and of our planet itself.

This is particularly obvious when it comes to climate change. Climate change is moving much faster than we are. Last autumn, the Intergovernmental Panel on Climate Change issued a sober warning: we have just eleven years left to limit the global temperature rise to 1.5°C. We are already seeing the effects around us: heat waves in Europe, droughts in Africa, storms in the Caribbean and in the United States. Last year, an estimated 17.2 million people were newly displaced as a result of natural disasters exacerbated by climate change. There are predictions of up to one billion climate migrants by 2050, if current global warming trends are not reversed.

Forced displacement, of course, is only one demographic trend we will need to manage better. In many of the poorer parts of the world, the proportion of youth is growing while in many OECD countries, the proportion of elderly is growing and the elderly are living longer. Across the globe, just over half of all people live in cities today. This figure will rise to at least 75 percent by 2050. These population trends will have a profound impact on our health systems, on migratory pressures and needs as well as on our economies.

Meanwhile, inequality is on the rise between and within countries, and remains a significant contributor to the growing disconnect and distrust that people feel towards governments and institutions. Inequality and exclusion are the single largest driver of conflict according to a 2018 UN World Bank study, Pathways for Peace. While wages of low income earners have stagnated or declined in real terms in the last decades, the number of billionaires has risen tenfold. Last year, both Oxfam and Credit Suisse reported that if you filled an average-sized classroom with the world's richest people, their combined wealth would be equivalent to what the 3.7 billion people who make up the poorer half of humanity possess.

And then there are new technologies which are spreading and impacting lives in a manner and at a pace never witnessed before. It took cars some sixty years to reach their first 50 million users. It has taken digital technology less than 30 years to reach half the planet. Digital technology and artificial intelligence hold great promise but we understand very little about what their impact will be on our privacy, on democracy, on our jobs, on social cohesion, and on conflict.

To seek to understand how we can better manage digital technology to ensure human wellbeing while curtailing unintended consequences and misuse, the UN Secretary-General in July 2018 convened the High-level Panel on Digital Cooperation. Its report – *The Age of Digital Interdependence* – concluded that there is an indispensable and urgent requirement to work much better not only across international borders but also across disciplines, if we are to steer new technology for the greater good. Such multi-stakeholder cooperation, the report also suggested, needs to be much nimbler, more agile and deliver faster results than some of our current UN processes.

The UN Secretary-General has stressed that we cannot hope to build a safe future for our children in the 21st century if our institutions and mindsets are stuck in the 20th century. Efforts at reforming and modernizing all sectors are critical to help address the transversal challenges of our time.

In the United Nations the UN Secretary-General Antonio Guterres is leading multiple efforts to make us more effective in delivering on our core functions of promoting peace, security, social justice, and sustainable development.

As we approach our 75th anniversary, in an effort to reconnect with the people we were established to serve, a new initiative has been launched to hear from citizens worldwide on how to improve global cooperation in the face of the most pressing global threats. The Secretary-General has tasked me with promoting a global discussion about the future we want, and the future we are on track to get if current global trends are not better attended to by existing and newly emerging institutions.

We will be organizing thousands of citizen consultations globally, with a focus on youth, on our critics and on marginalized groups to hear their views on the role of global cooperation to deliver better on the future. We will be cooperating with the entire UN system and other partners for this initiative. We will bring the outcome to the attention of heads of state at the UN General Assembly in September 2020. We are proud to be undertaking this in partnership with civil society organisations worldwide.

We at the United Nations believe that at this juncture of global uncertainty, new approaches and creative thinking are an absolute requirement for sustainability of peace, people, and planet. It brings hope that an increasing number of individuals and organisations share this vision and are seeking to adapt their institutions to today's emerging and tomorrow's dominant issues.



**Fabrizio Hochschild Drummond**

is Under-Secretary-General and Special Adviser on the Preparations for the Commemoration of the United Nations' 75th Anniversary. He has also served as Assistant Secretary-General for Strategic Coordination in the Executive Office of the UN Secretary-General.

TEXT  
Nicole Zepter

# Breaking New Ground: Four Institutions, Four Ideas

What needs to be supported today – and how?  
Find out about four institutions in the philanthropic  
sector that pursue very different approaches.



**URGENT  
ACTION  
FUND +  
AFRICA**

FOR WOMEN'S HUMAN RIGHTS

**skoll**  
FOUNDATION

**Co—  
Impact**

# Stichting DOEN

## Seed investment for new ideas

In 1989, four Dutch entrepreneurs who had a common goal joined forces: they wanted to support those committed to a more sustainable and social development of our society. To this end, they founded the “Nationale Postcode Loterij,” followed two years later by the associated DOEN Foundation. The foundation receives a share of the lottery proceeds – money that is used to support innovative social enterprises because the founders are convinced that they can contribute to social change. The remaining funds of the lottery go to other social organiza-

**PROFILE**  
**Idea behind the foundation:** Support new social, creative and sustainable ideas that advance society  
**Recipients of support:** Associations, projects, and social enterprises  
**Type of support:** Grants, investments, and loans  
**USP:** Funded ideas can grow into companies through financial investment  
**Support volume:** 30 million euros a year



tions such as the Dutch Nature Conservation Association, Amnesty International and numerous NGOs. “The idea was to establish a permanent cashflow and not waste time on constant fundraising,” says Idriss Nor, one of the foundation’s executive directors, adding that “the Nationale Postcode Loterij is a kind of money machine.”

In the past 30 years, the lottery has generated 5.8 billion euros for good causes, of which 676 million have gone to the DOEN Foundation. Nor has been with the foundation for more than 15 years and has seen it grow to become the largest investor in social and sustainable start-ups in the Netherlands. Also, the lottery model was copied to several countries, such as the UK, Sweden, Norway, and Germany. Today, the three Dutch lotteries fund the foundation’s projects with an annual support volume amounting to 30 million euros. Stichting DOEN’s role in such projects is that of a seed investor that funds a social enterprise during its earliest stages. The foundation then hands over the initiatives, as far as possible, to larger investors or partners to scale the impact of the supported organizations. Another feature that sets Stichting DOEN apart is the foundation’s focus on the originality of funded social projects; the preference is for new, surprising approaches. A good example is the Fairphone, the world’s first cell phone to be produced in a fair and sustainable manner. The idea originated with an artists’ initiative and was supported by Stichting DOEN at the start of the project, and later through investment in the Fairphone itself.

Fairphone is not only a successful, but also a typical example of the type of projects that meet the DOEN funding criteria: developing a bold, innovative idea and acting out of strong social and ecological conviction. “Other phone manufacturers thought it would be impossible to guarantee a transparent production chain. The Fairphone has proven them wrong,” says Idriss Nor. The

third version of the phone was unveiled in summer 2019 in Berlin. Nor speaks confidently about his projects, especially those for which Stichting DOEN has taken a risk. Every year, the foundation supports around

### “For a foundation to speak of investment at all was taboo in the 1990s.”

Idriss Nor

250 social enterprises and initiatives with amounts ranging from 5,000 to 500,000 euros. It awards grants or provides investments and loans, supporting both large and small endeavors. As Nor puts it, the foundation makes capital investments in the best sense of the word. In philanthropy, the term is impact investment: investing to achieve a social or ecological impact alongside a financial return. For a foundation to speak of investment at all was taboo in the 1990s, when Stichting DOEN was founded, Nor remembers. A foundation that invests its money instead of just handing it out, that not only benefits society but also makes a profit, was frowned upon. The term “impact investment,” Nor argues, is overused and often misunderstood. “The question is whether we’re talking about investment with or for impact. Impact investment only refers to the latter,” he explains. Those who receive funding can freely dispose of the capital and use it as they see fit. “In the current geopolitical climate, we need people who are willing to take risks and have the courage to make a difference,” Nor says. “Especially now, foundations like ours are called upon to support them.”



## Urgent Action Fund-Africa for Women’s Human Rights

### At grassroots level

**Left picture**  
Voilà: the first sustainable smartphone in the world, thanks to the DOEN Foundation.

**Picture above**  
Strength in numbers: in the Urgent Action Fund-Africa, women help other women defend their rights.

Caroline Kiarie is in her office in Nairobi when the call comes in. A colleague from a women’s rights organization needs her help. A celebrity is said to have sexually harassed two women. But when the case went to court, it was dismissed. Now the two women want to appeal, but the women’s organization that has supported them so far can’t do it

Photos: Stichting DOEN; Urgent Action Fund-Africa Women’s Human Rights



alone. “Defending the defenders,” says Caroline Kiarie. A young woman with short hair, a yellow-and-green striped scarf and a clear and firm voice, Caroline Kiarie works at Urgent Action Fund-Africa, a pan-African women’s rights fund based in Kenya. Behind her, the breeze in the palm trees picks up and she pulls her scarf tighter around her as she

# “We decide on our support within 24 hours.”

Caroline Kiarie

speaks. “Our work includes helping women’s human rights activists who have had traumatic experiences as a result of their activism by providing money as well as legal and psychological support.” Women who stand up for other women and speak out against discrimination are often faced with threats of violence and social marginalization. “Rape is not even prosecuted in many African countries,” Caroline Kiarie explains. It is often exhausting and difficult to deal with these cases. “That’s why we offer multi-level support. And we are fast. It’s an express service. We decide on our support within 24 hours.” The fund only helps organizations that are run exclusively by women.

Urgent Action Fund-Africa was established in 2001 in Nairobi, Kenya. The fund has grown to now also have a physical presence in Egypt, Cameroon, Nigeria, Burundi, Zimbabwe, Senegal, Uganda, and Ethiopia. From the outset, the leadership team consisted of women active in women’s rights initiatives or in research. To this day, the fund’s board of

**PROFILE**  
**Idea behind the fund:** Supporting women in crisis and women’s rights organizations quickly and unbureaucratically  
**Recipients of support:** Women’s rights organizations run by women, women’s human rights defenders  
**Type of support:** Funding of \$12,000 max. per applicant  
**USP:** Run by female activists, feedback within 24 hours  
**Support volume:** \$1.8 million per year

**Picture on the right**  
Before and after: an employee of the Foundation for Ecological Security (FES) in India shows the results of a reforestation project. FES receives support from the Skoll Foundation.

directors is exclusively made up of women’s rights activists and lawyers. This setup allows the fund to be as close as possible to the needs of those it supports. The workflow is simple and unbureaucratic: there is a one-page form that applicants can complete in English, Swahili, Arabic, Portuguese, or French. If the application is accepted, the money will be paid out within 24 hours. Over 17 years, UAF-Africa has grown to become a fund that operates across the African continent and is supported not only by individual donors, but also by governments, such as those of Sweden and the Netherlands. In 2019, 180 applicants received funding totalling more than \$1,400,000 between January and October 2019. But it is still not enough. “There is great demand,” says Caroline Kiarie, “and we often have to tell organizations no, simply because we don’t have the money to help.” Women’s rights are rarely supported in development cooperation, she explains. Sometimes there are cultural reasons as to why women are more at risk than men. When the Ebola virus broke out in Liberia in 2014, a disproportionately high share of the many dead were women, and UAF-Africa tried to understand the dynamics behind it. “We recognized that women are usually the primary caregivers of the sick and get infected this way. At the time, they also had no access to female hygiene products. When we had learned that, we were in a position to act,” says Caroline Kiarie. Women in crises like the Ebola epidemic, women who lose their land to coal mining and are not compensated, women who sell their goods in the streets but have no right to their stalls. There are so many stories that Caroline Kiarie can tell and which are the source of UAF-Africa’s work. The fund considers the top priority to protect and preserve women’s dignity. Making sure that women can feel comfortable in their surroundings and have hope for a safe life is therefore one of the main goals of the UAF.

Robert Bosch  
Stiftung

Photo: Skoll Foundation



# Skoll Foundation

## Helping established organizations to scale

Things tend to get especially busy for Skoll Foundation CEO Donald Gips in the fall when much of his team performs due diligence on applicants to gauge eligibility criteria for the Skoll Award, the foundation’s core program. Four to six of those applicants will make it through the selection process and receive up to \$1.5 million in funding. That process is a clear indicator of how specific the support of the Skoll Foundation truly is. Gips, who was the U.S. Ambassador to the Republic of South Africa under President Obama, is also developing a strategy to increase the foundation’s impact in the coming years. And last but not least, there is the ramp-up to the Skoll World Forum to be handled. Every year, the foundation brings together successful social entrepreneurs from all around the world at the Saïd Business School in Oxford, home

**PROFILE**  
**Idea behind the foundation:** Supporting social entrepreneurs to help them scale their impact and create big social change  
**Recipients of support:** Social entrepreneurs and NGOs  
**Type of support:** Per organization investment of \$1.5 million over the course of three years  
**USP:** Focus on scaling the work of social entrepreneurs  
**Support volume:** \$70.79 million (in 2018)

to the Skoll Centre for Social Entrepreneurship. The Skoll Foundation deliberately supports organizations that already have a proven track record. It helps them scale – and increase their impact. The idea is that an initiative needs a certain critical size to bring about sustainable change in its field. Beyond funding, the foundation’s focus on non-financial resources such as convenings, connections, and communication attest to the fact that the Skoll Foundation’s goal is systemic change. And it wants strong social entrepreneurs to contribute to this change. Founded by Jeff Skoll in 1999, the foundation in Palo Alto has been around for 20 years. Skoll, who owes his estimated \$5 billion fortune to his career as the first president of eBay, also calls himself a social entrepreneur. Besides the foundation, he set up Participant, a production company that has created Oscar-winning films such as Spotlight and Green Book, and produces socio-critical documentaries



such as An Inconvenient Truth and American Factory.

The Skoll Foundation focuses on six key issue areas: economic opportunity, education, environmental sustainability, health, peace and human rights, and sustainable markets. CEO Gips oversees an extensive portfolio: 111 social entrepreneurs, all previous winners of the Skoll Award,

“The urgency of the problems facing humanity is unprecedented.”

Donald Gips

spread over five continents, are working to make vital contributions to systemic change. These include organizations such as Aflatoun, a Dutch NGO that educates children worldwide about their rights and teaches them the basics of financial education. Or the Afghan Institute of Learning, led by women, that is rebuilding the education and health systems in Afghanistan. Or social entrepreneurs such as Angaza, which offers payment systems for vital technologies such as solar lights in developing countries. In the words of the foundation: “Extraordinary leaders and their organizations are creating innovative models to drive equilibrium change – the disruption of social, economic, and political forces that enable inequality, injustice, and other thorny social and environmental problems to persist.” What sounds like an underdog mission is an incentive to CEO Donald Gips: “The urgency of the problems facing humanity is unprecedented, and our responsibility has never been greater to bring this rare gift of philanthropic dollars to its highest and best use.”



Co-Impact

Philanthropists joining forces to maximize their impact

Picture above  
The Last Mile Health program works to ensure that medical care is available in rural areas of Liberia – with support from Co-Impact.

Co-Impact brings together foundations and philanthropists for maximum impact in health care, education, and economic opportunity – to benefit millions of people in a way that no foundation could achieve on its own. In doing so, Co-Impact focuses on existing programs led by several organizations, including NGOs and governments, in low- and middle-income countries around the world. These are often programs that lack the financial resources to significantly

Robert Bosch  
Stiftung

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remedy serious problems such as a lack of basic medical care. The amounts Co-Impact invests are impressive: in the first round of funding, it provided \$80 million to just five initiatives over a period of several years. Co-Impact backers include billionaires such as Bill and Melinda Gates and Richard Chandler, and also institutions such as the Rockefeller Foundation.

Olivia Leland founded Co-Impact in 2017. Leland, who is also a Senior Vice President at the Rockefeller Foundation, has an impressive CV. She previously worked with Bill and Melinda Gates and Warren Buffett as the founding director of Giving

“We believe funding can be made more efficient.”

Silvia Bastante de Unverhau

Pledge, an initiative that encourages the world’s wealthiest people to donate some of their wealth for the common good. The Co-Impact team, based in Zurich, New York, and London, also bring many years of experience in philanthropy, government and the non-profit sector. In her last role as Global Head of Philanthropy Advisory at UBS Bank, Silvia Bastante de Unverhau, Chief Philanthropy Officer, brought together billionaires to promote philanthropy. Now based in Co-Impact’s Zurich office, she outlines the organization’s goals, stressing that the basic idea is to maximize philanthropic potential, “so that millions of people have access to health care and education, and have

PROFILE

Idea behind the organization: Bringing foundations and philanthropists together to support initiatives transforming underlying systems in low- and middle-income countries

Recipients of support: Programs that are led and driven by several parties (NGOs, governments, private sector)

Type of support: Multi-million dollar funding as well as technical and organizational support for selected initiatives

USP: Bringing donors together to support lasting systemic change

Support volume: About \$80 million in the first round of funding

the opportunity to shape their own lives. Things we take for granted.”

The beneficiaries of the first round of funding are healthcare, education, and economic opportunity initiatives in Africa, India, and Latin America. Before funding is approved, it must be ensured that at least a minimum political and civil framework exists. “Good governance is important,” says Bastante de Unverhau. Through extensive due diligence, the organization assesses whether the financial commitment and other supports can produce the results the initiatives aim to achieve. Bastante de Unverhau: “Most grants are awarded annually and need to be reapplied for every single year. We believe this process can be made more efficient.”

One example is Liberia’s National Community Health Assistant Program, which has received tens of millions of dollars for a five-year period. It is an existing model now aiming to reach the remaining 1.2 million people in rural areas of Liberia, who have hardly any access to medical care. After the Ebola crisis, which ended three years ago, the Liberian Ministry of Health, together with the NGO Last Mile Health and others, developed a nationwide program to provide health care coverage in rural areas. The government was able to unify many smaller, uncoordinated initiatives and NGOs under the umbrella of one self-contained program. With funding from Co-Impact and others, they aim to increase the number of community health workers to 4,000 to ensure care even in the most remote areas.

Co-Impact sees this program as an opportunity to ensure sustainable care in order to drastically reduce both epidemic diseases and infant mortality. Bastante de Unverhau is convinced that sustainable social change requires many players acting on an equal footing: local communities, NGOs, governments, companies – and private philanthropic initiatives. “We see ourselves as a partner, just as we see the organizations involved as partners.”

Photo: Last Mile Health/Co-Impact





INTERVIEW  
Nicole Zepter

PHOTOS  
Gene Glover

# New Beginnings: the Foundation's International Work

After more than 50 years, the Robert Bosch Stiftung is restructuring its international area of support. Sandra Breka, Member of the Board of Management, discusses the need for a reset, the new focus – and how impressed she is by her colleagues' commitment.

**Ms. Breka, you are reorganizing the Foundation's international work. Why?**

Our area of support International Understanding goes back to the legacy of Robert Bosch and has a long tradition at the Foundation. We have in the past undertaken periodic strategic reviews and program development that led to incremental changes over the years. But today our international context is changing rapidly and dramatically. We need to respond with more than incremental change.

**Do you mean global political developments and changes in the philanthropic sector?**

Yes. Our objective is to contribute to solving the challenges of our time.

In the past, we worked on ten very different topics – covering an incredibly broad range. But over the years this has blurred the profile of the Foundation's international work. In addition, philanthropy has been subject to significant change. The volume of global philanthropy has more than doubled in the last two decades. Foundations are developing new forms of support. The public is more critical and it increasingly questions the legitimacy and effectiveness of philanthropy. We asked ourselves how we can be forward-thinking and achieve the highest possible impact with our work.

**What's the answer?**

We need a strategic realignment that focuses on a few select topics. Over

the past 18 months, about one hundred colleagues have been involved in the process. We first asked ourselves which global trends are most pressing and most likely to shape our future. We gained a comprehensive picture through discussions with international experts – both practitioners and academics – as well as through studies, study trips, and workshops.

**The new topics of your international work are Climate Change, Conflict, Migration, and Inequality. Why these ones specifically?**

For us, the combination of these topics best fulfills the objectives at the core of our international work. Indeed, it is derived from Robert Bosch's legacy: we want to work on



issues that promote peaceful coexistence within and between societies; that means issues that require (multilateral) cooperation between various actors. The four topics are interdependent on one another. Climate change and inequality, for example, are drivers of conflict and migration. In the future, we want to examine their interconnections and work at that nexus.

**How are you approaching the new topics?**

We are currently reviewing how and in which regions we will fund them. We are focusing on areas that either receive little attention or where we can make a significant contribution. We will start funding in 2020 – and have renamed our focus area International Understanding and Cooperation.



**Sandra Breka**  
An expert on international relations, Sandra Breka is a Member of the Board of Management of the Robert Bosch Stiftung and is responsible for the areas of support of International Understanding and Cooperation as well as Active Citizenship in addition to the programmatic work of the Foundation in Berlin.

“We asked ourselves how we can be forward-thinking and achieve the highest possible impact with our work.”

**With the realignment, you are dropping all of the previous projects and programs in the international portfolio. Why this step?**

It is very important to us to end partnerships in a responsible manner. We had frank conversations with our partners about how our support will wind down and about potential final activities – for each individual project. Still, it is a drastic step. However, it was necessary in order to be consistent and create space for the new topics.

**Will the Foundation also change the way it provides funding?**

Due to the changing international context and our aspiration to contribute to solving societal challenges, we might also have to apply a wider range of funding instruments in the future. How we fund will vary from topic to topic. In the end, institutions and people change the world, not projects.

**Looking at the final months of the process, what has impressed you most?**

I was convinced that this step was necessary and important when I began working on the strategic development process, and yet I was surprised by the energy and momentum that it generated. I was impressed by the staff’s participation and willingness to change at a time when the future was unclear. Also, there was the commitment of the leadership team that generated a strong sense of unity and solidarity. It is a great privilege to help shape such a process. It wouldn’t be possible without the commitment of our Board of Trustees.

**If you look a year into the future, what do you wish the Foundation?**

I hope that it will be seen as a progressive partner in the philanthropic sector. I hope that everyone will have found his or her place in the new teams, and that we can continue to keep up the strong team spirit and momentum of the past two years. And also, I wish that we, with our own strong profile, will join the community of those who are already working on our new topics.

TEXT  
Johannes Bähr

ILLUSTRATION  
Studio Pong

# “The letter kills, but the spirit gives life”

In the 1920s and 1930s, when extreme nationalism was rife in Europe, Robert Bosch was committed to promoting reconciliation between peoples. His dedication was rooted in his experience during World War I. He was one of the founders of the German Federation for the League of Nations, which sought to establish a world organization to preserve peace. Robert Bosch became chairman of the German Society for the Promotion of the First European Unification Movement, the Paneuropean Union. He joined the Franco-German Society and promoted the Carl Schurz Vereinigung for German-American understanding. The reconciliation between the then “sworn enemies” Germany and France was particularly close to his heart. He saw this as the key to peace and a united Europe, which he believed was only conceivable within the framework of a democratic system. “Pan-Europe,” in turn, was to be the starting point for establishing an understanding with other continents.

It was difficult for Robert Bosch to witness the Nazis shatter any attempt at international reconciliation, but he remained hopeful for a better future in which his ideas would prevail. The assets he left behind were meant to contribute to this mission. In his bequest, the asset management guidelines for the Vermögensverwaltung Bosch GmbH of July 19, 1935, he instructed that his wealth should be used to promote “health, education, training, the advancement of the gifted, reconciliation between peoples, and the like.” He did not formulate specific directives. Those responsible were to have a free hand in fulfilling his mission. Bosch obliged



them to continuously rethink and, if necessary, realign the Foundation’s work: “The letter kills, but the spirit gives life [...]. It is therefore necessary to constantly adapt these guidelines to changes as they take place.”

The Robert Bosch Stiftung, which emerged from the Vermögensverwaltung Bosch GmbH, has been fulfilling this mission for 55 years. During this period of time, the Board of Trustees and the Board of Management have repeatedly adapted the Foundation’s concept of support to changes, keeping in line with Robert Bosch’s legacy.

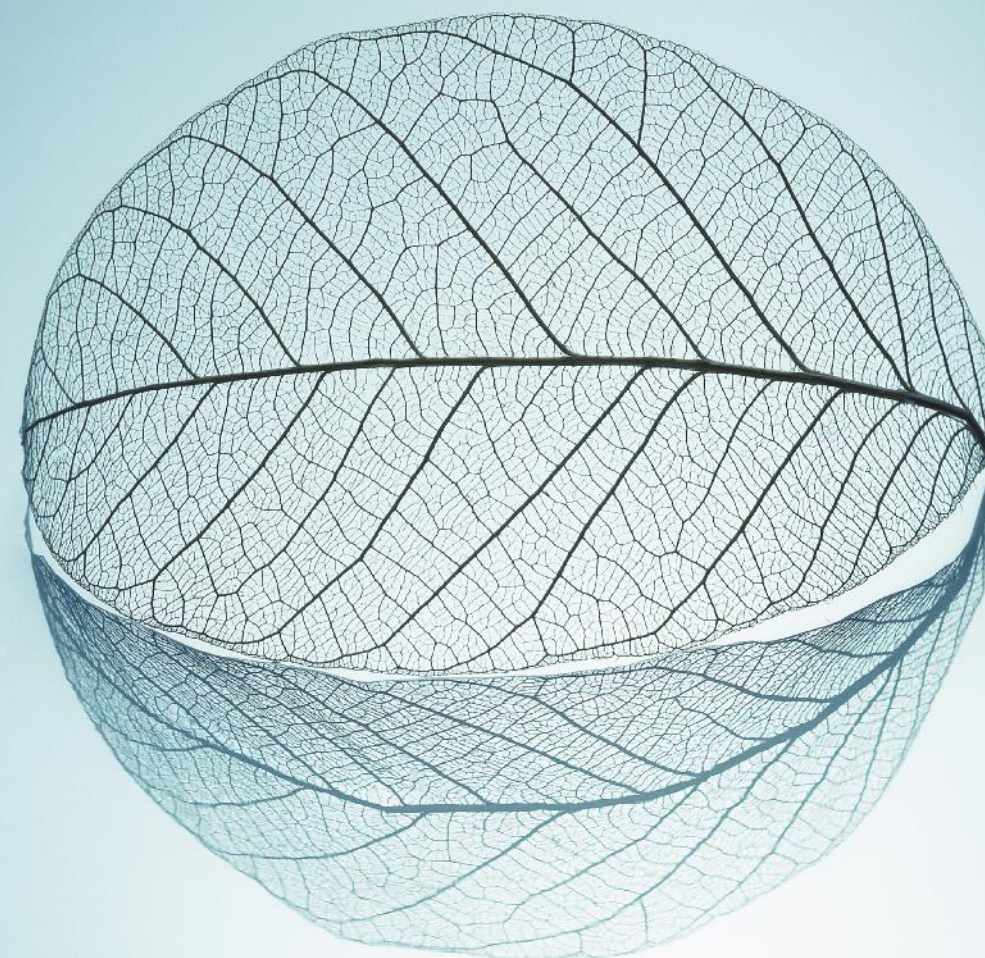
**Robert Bosch (1861–1942)**  
was active in areas such as education, science, and health. Influenced by the experience of World War I, he also committed himself to international understanding; he saw this as the foundation for peace. This commitment is still the basis and a source of guidance for the international work of the Robert Bosch Stiftung.



TEXT  
Cornelia Varwig

# Four Topics for the Future

In its international work, the Robert Bosch Stiftung will focus on the following topics: Conflict, Climate Change, Migration, and Inequality. Here, we present some of their core features.





# Conflict

Creating lasting peace

Over the past decade, the number of conflicts in the world has steadily increased. In 2018, the Uppsala Conflict Data Program recorded 77 armed conflicts with state involvement, 52 conflicts between non-state groups, and 33 acts of one-sided violence against civilians. An estimated 420 million children grow up in conflict regions.

De-escalation and international peacebuilding work are increasingly difficult and drawn-out, as conflicts become more complex and internationalized with many overlapping causes. These include migration and inequality as well as climate change and its consequences. The regions with the most conflicts are the Middle East and North Africa, according to the Global Peace Index 2019. But other areas are also affected by tensions and conflict. There are open, armed conflicts in the Sahel, on the Horn of Africa, and around the African Great Lakes. The situation is tense in the Balkans, in Central Asia, and in the Caucasus. The Kashmir crisis could escalate at any time, according to experts.

## NEW FAULT LINES OF CONFLICT

At the same time, global power structures are changing. The international order is in a state of flux, and previous mechanisms of conflict resolution are no longer effective. New players are also contributing to changes in the fault lines of conflict,

such as fundamentalist groups that are geographically separate from one another but ideologically connected. They form ties through social media and thereby gain influence more easily.

Conflicts thus remain one of the biggest challenges of our time. They are considered a central obstacle to achieving the 17 UN goals for sustainable development. Yet conflict issues have so far played a very small role in the world of international philanthropic work. According to the Peace and Security Funding Index, in 2016 less than one percent of the available funding was invested in peace and security.

Since 2013, the Robert Bosch Stiftung has been a strong supporter of peacebuilding activities – and in doing so building on the legacy of its founder. In 1912, Robert Bosch saw peace in Europe jeopardized by the crisis in the Balkans, and worked towards reconciliation between peoples and for peace and stability. In the field of conflict, the Robert Bosch Stiftung will base its future support on the central question: how can lasting peace be achieved?

The Foundation’s work will build on its extensive prior experience. One finding is that the model of successive phases of conflict might not always be helpful in conflict resolution, as conflicts seldom progress in a linear fashion. Often, there are overlapping phases of destabilization, armed conflict, de-escalation, and

peace negotiations. In approximately half of all cases, violence escalates again within five years of a peace settlement.

## SEEING THE WHOLE PICTURE

Therefore, the Foundation will approach conflicts in a holistic manner. Taking a long-term view, the Robert Bosch Stiftung wants to support affected societies in developing as great a level of resilience as possible in order to prevent the reemergence of conflict. The objective is to promote “positive peace.” This term was established in the 1970s by Norwegian peace researcher Johan Galtung to describe a state characterized not only by the cessation of acute violence, but also by the elimination of potential causes of conflict, such as poverty or discrimination, and by the achievement of lasting social justice.

To create impact, the Robert Bosch Stiftung will concentrate on selected conflict regions and become engaged long-term in these regions. The Foundation will work with strong international partners in public and private institutions, and will focus on local organizations in the crisis areas. Cross-sector cooperation on the ground is central to the Foundation’s new approach. By supporting such locally-led cooperation, the Foundation seeks to ensure that joint, viable solutions can be developed and implemented.

Photo: Theodor Barth

# Climate Change

Conserving resources, sharing burdens fairly

More tropical storms, heavier flooding, longer droughts – the effects of climate change can already be felt. Examples include extreme weather phenomena of greater severity and frequency, the destruction of habitats, and growing migration pressure in many places. The efforts made so far to counteract man-made climate change are not sufficient. What is lacking are internationally binding agreements that go beyond the voluntary commitments made by governments. Even if these commitments are kept, the Earth’s average temperature will rise by more than 3°C by the end of the century. The goal is to limit warming to 2°C, according to the 2015 Paris Agreement. In its latest report, the Intergovernmental Panel on Climate Change (IPCC) stresses that global warming should not exceed 1.5°C.

This target is still attainable, say climate experts. In many countries, however, there is serious concern that ambitious policies to respond to climate change could impede economic growth. The opposite is the case. According to British economist Nicholas Stern, the cost of taking action amounts to “approximately one percent of annual global economic output,” whereas the cost of doing nothing is far greater: Stern calculates that damages resulting from climate change will lead to a loss of five percent of global economic output per year. More pessimistic estimates suggest losses of as much as 20 percent.

## PEACEFUL COEXISTENCE IN JEOPARDY

Climate change also has effects of an entirely different kind: it drives

migration, intensifies conflict, and reinforces the negative effects of inequality. Global challenges are shaped by many intertwined factors, yet there are strong indications that climate change significantly intensifies the effects. The extent of the humanitarian consequences has the potential to jeopardize peaceful coexistence. This brings climate change in the focus of the work of the Robert Bosch Stiftung, whose overarching goal is to foster peace and stability in the world.

The work of the Foundation in the field of climate change will be guided by the question: how can societies address the impact of climate and environmental change? One approach focuses on the sustainable use of resources. The objective here is to secure the availability of resources, counter distribution conflicts, and promote sustainable development.

## EMPOWERING DISADVANTAGED GROUPS

In support of climate justice, the Foundation wants to work towards a fairer sharing of the burdens of climate change. After all, proportions of the population that contribute the least to man-made climate change are often the ones who suffer most from it. To ensure that they can better represent their interests, disadvantaged groups must be included in the international discourse. A fair process of negotiation among all participants is essential in order to create, share, and implement solutions for sustainable development.

## EVERY BIT MATTERS

### How can people contribute to climate protection, and why does it fail?

As consumers, people have a strong influence that could relatively quickly help to transform economies towards sustainable production and consumption options. However, both the formal and informal education and awareness systems are not well-equipped to fulfil obligations towards the planetary challenges that we are facing or towards the future generations.

### 1.5°C rather than 2°C – why does half a degree Celsius more or less global warming make such a big difference?

The avoidance of a 0.5-degree temperature increase could save nearly ten million people from exposure to the risks of sea level rise. Furthermore, it reduces the proportion of the world population exposed to a climate change-induced increase in water stress by up to 50 percent. Many cities across the world are running out of water already. In India, it is expected that 21 large cities will run out of water as soon as 2020. As per the IPCC, every bit of warming matters, every unit of time matters, and every action matters.



**Leena Srivastava,** a former Fellow of the Robert Bosch Academy, is Deputy Director General of the International Institute for Applied Systems Analysis (IIASA) in Vienna. She has over three decades of research experience in energy, environment, and climate change policies.



# Migration

Focusing on human dignity

Migration has been part of the human experience throughout history. Migration movements are increasing, however, and have reached a scale that make them a global challenge. In 2018, 3.5 percent of the world’s population – around 272 million people – were migrants, according to United Nations estimates.

From a global point of view, only a small proportion of migrants come to Europe. The largest movements of people take place within countries and regions in Africa, Asia, the Middle East, and Central and North America. Countries that neighbor areas of war or crisis shelter the largest number of refugees. Among those are Turkey, Pakistan, Lebanon, Iran, Uganda, and Ethiopia. Migration includes international as well as national migration processes; it includes both displacement by war or conflict and labor migration. It generally takes place to ensure safety and survival as well as to improve conditions of life. Migration across large distances is the exception, as is permanent residence at the destination. In Africa and Asia, especially, cyclical patterns of migration are increasingly common. In these cases, migrants move back and forth between their country of origin and one or more destination countries.

## CONVENTIONS NO LONGER SUITABLE

The 1951 Refugee Convention does not capture the full scope of today’s migration challenges. It takes account of neither cyclical migratory movements nor new drivers of migration, such as climate change. Following the New York Declaration of 2016, the UN General Assembly did adopt the Global Compact for Migration and the Global

Compact on Refugees in 2018. In the view of many experts, however, these intergovernmental agreements do not go far enough, nor are they legally binding.

Increasingly, new stakeholders become involved in international forums concerning migration. Large cities and municipalities, for example, participate more actively in the transnational dialogue. They assume greater responsibility in harboring refugees – and often adopt a notably pragmatic and solution-oriented approach. And the role of the migrants themselves is changing too. They establish their own organizations and become increasingly coordinated. As a result, they can perform a valuable bridging function between societies.

## INCLUDING A VARIETY OF PERSPECTIVES

With the overarching goal of fostering international understanding and cooperation, the Robert Bosch Stiftung is exploring the following questions: How can we ensure that migration takes place in a way that is sustainable and respects human dignity? How can policymakers, the private sector, and civil society join in an international exchange to find common solutions? One key for the development of long-term approaches is cross-border cooperation that extends beyond emergency situations and remains free of the constraints of everyday politics.

The Robert Bosch Stiftung is also concerned about making the discourse on migration more objective. That does not mean ignoring people’s fears and concerns – different perspectives should be heard and included. It means finding forward-looking solutions based on a range of viewpoints.

## MANY HAVE NO CHOICE

**In 2018, the first “Global Compact for Safe, Orderly and Regular Migration” was concluded under the auspices of the UN. Does it advance international migration policy?**

The compact was meant to take the entire range of issues relevant to migrants of all kinds. There’s a very heavy emphasis on regular migrants. However, the reality is that many people are irregular migrants, i.e. they have no choice but to attempt to travel illegally. That is a human reality we have to accept.

**The issue of migration sometimes arouses fears in people. How should this be handled?**

If you look at the overall numbers that come to Europe, they are tiny compared to the number of migrants moving around Africa. Therefore, I have always been unhappy with phrases like “overrun” and “swamped.” Some people are concerned that migration is wiping out their country’s native culture. Of course, one has to respect that perception, although I think that this fear is possibly exaggerated. In that respect, spreading word about the positive experiences that people have had in other countries could be helpful here.



David Donoghue, former Irish Ambassador to Germany, Austria, and Russia, is an expert on political order and international development and was a 2019 Fellow at the Robert Bosch Academy in Berlin.

Photo: UN Photo/Mark Garten/SIPA

# Inequality

Treating causes, not just symptoms

Equal freedoms and opportunities are fundamental to a self-determined, dignified life. Growing inequality, on the other hand, leads to an erosion of social cohesion and jeopardizes peaceful coexistence. Currently, proven approaches to reduce inequality, such as public access to quality education, are under pressure in many places.

Inequality becomes apparent in a variety of dimensions and is based on many different factors: social and cultural heritage, socio-economic background, ethnicity, religious affiliation, race, and gender, among others. These factors often intersect, and they can reinforce one another.

A comprehensive view of the diverse dimensions of inequality and their dynamics is therefore needed to determine why certain groups in a given society are systematically excluded from social progress. The lawyer Kimberlé Crenshaw of Columbia University examined these interactions in the case of African-American women, and coined the term “intersectionality” for this approach.

This analytical framework will serve as a roadmap for the Robert Bosch Stiftung when it explores the causes and consequences of inequality. The Foundation intends to improve the general knowledge of the dimensions of inequality and their intersections in order to develop solutions together with partners.

## FOCUSSING ON ONE DIMENSION IS NOT ENOUGH

Since it is difficult, in practice, to take into account multiple dimensions of

inequality simultaneously, many existing programs focus on distinct dimensions, such as inequality in education or discrimination against a religious minority. However, this approach does not do justice to groups disadvantaged in multiple ways. If the intersections of various dimensions of inequality are disregarded when devising solutions, problems could be made worse. Focusing on one dimension frequently leads to the treatment of only the symptoms and not the causes of inequality.

Inequality always has structural causes, such as patriarchal traditions, racist ideologies, or unfair trade practices and supply chains. Since too little is known about how various causes and effects are related, and especially about how theoretical knowledge can be translated into practical steps to reduce inequality, the Robert Bosch Stiftung wants to help amplify what is known about intersectionality.

For individual dimensions, aggregate data, surveys, and forecasts do exist. As for economic inequality, the experts aren’t very optimistic even though the Gini coefficient, a statistical measure for the distribution of income and wealth, indicates that global economic inequality is decreasing. Within countries we will continue to see high levels of income inequality and disparities in wealth, and in some areas even an increase.

Experts often view social inequality as a precursor to economic inequality. For example, discrimination based on gender or ethnicity is often associated with barriers to education, political participation, and

health care. Ultimately, this results in reduced opportunities to generate income and build wealth.

## NEW DIMENSION: ENVIRONMENTAL INEQUALITY

Environmental inequality is a comparatively new dimension of inequality. It includes the consequences of climate change, unequal access to food and water, and the unequal effects of environmental legislation. Climate-related natural disasters primarily hit the Global South – frequently affecting people who are already disadvantaged, such as farmers in dwellings that cannot withstand extreme weather.

To counter inequality at various levels, the Robert Bosch Stiftung first intends to establish better links among experts from the worlds of theory and of practice. It also wants to support innovative ideas that develop from concrete projects. Last but not least, the Foundation wants to adopt a learning role itself and build “interdisciplinary expertise” for certain regions and topics.

## A nexus of topics

Conflicts, climate change, migration, and inequality are connected in many ways. When developing strategy and providing funding, the Foundation will treat these topics individually as well as in relation to one another. Effective and forward-looking solutions can only be developed by taking a big-picture view. These solutions should be based on cross-sector cooperation and the latest scientific research, and they should enable ongoing learning.



The three people we show here in one room were actually in three different countries during the debate: Switzerland, USA, and Bosnia-Herzegovina. The debate was held via video conference.



# How Can Foundations Become More Effective?

INTERVIEW  
Martin Petersen  
ILLUSTRATIONS  
Studio Pong

Foundations around the world are looking for ways to be more effective and sustainable. We discussed how this can be achieved with an evaluation expert and two foundation presidents.



“To make a better impact,  
we need to share the  
data we collect individually.”

Zoran Puljic

Let me ask you a very basic question. How can you be sure your philanthropy is effective? **Larry Kramer:** That is a hard question to answer, because it’s so broad and general. It breaks into two questions. First: what should be the ends that we seek? This will help us get a sense of where we should focus our philanthropy. The second is: how are we going about achieving it? Are we doing it well?

**Zenda, as an evaluator with years of experience, how do you define effective philanthropy?** **Zenda Ofir:** Let’s consider what I would evaluate for if I want to ensure effective philanthropy. I would say effective philanthropy today is not human-centered – it is planet-centered, or ecosystem-centered. It will involve working with a long-term perspective even when conducting short-term initiatives. Reductionism and linear thinking are out. For philanthropy to be effective means dealing with complexity fearlessly. Humility is in – about what works, why and how. I will look for philanthropy that doesn’t just go with conventional models of development that are based on outdated thinking. Agility and adaptiveness are in – so effective philanthropy would mean organiza-

tions working in that mode. Thinking in trajectories, not in snapshots, is critical – this is also true when evaluating. Finally, I will look for philanthropy that is not so obsessed with impact measurement.

**What do you mean by “obsessed with impact measurement?”** **Zenda Ofir:** Today’s philanthropy also needs to consider the best design and implementation for effective, sustained impact and for transformation – not just to try to measure it. Even more importantly, effective philanthropy will engage seriously with the consequences of what it might be doing that may dampen or neutralize the good that comes from its actions.

**Larry Kramer:** All of the things Zenda touched on are part of that last question I mentioned: “Are we doing it well?” This is where measurement has its place; you can’t know if you’re doing it well if you have no ability to measure it. On the other hand, measurement can become a fetish that gets in the way. You have to make sure that the tail isn’t wagging the dog, that you are asking reasonable questions. For us this means that we build evaluation into the strategy right from the outset.

**Zenda Ofir:** I do not disagree, but there are two elephants in the room. One is,

whose values count when you determine what works, why, how, and for whom it works, and also what you want to achieve? The second: what should be seen as a success? These two questions are connected. Different value systems may give different definitions of success. And achieving objectives may not be the same as effective philanthropy because the objectives may not be appropriate at the time for the society it’s trying to serve. I am struck by how little we know about how different societies think and may act in response to intervention.

**Can you give an example?** **Zenda Ofir:** Certain indigenous peoples will not accept data or information as evidence unless they were part of developing it. This runs counter to notions of objectivity or the need to minimize bias. And if you are initiating philanthropy programs in an indigenous society, whose values are you going to use to determine whether the evidence that you are using leads to a credible assessment of effectiveness or success?

**Larry Kramer:** We do a lot of work around women’s reproductive health in Francophone West Africa. I sometimes find that work problematic in the following way: we know the fertility rates are around seven children per woman, we know that has terrible effects on the environment, society, the opportunities these families have for the future, and so on – and yet the

“Measurement  
can become a  
fetish that gets  
in the way.”  
Larry Kramer

women themselves want to have seven children. The question is, how do we justify coming in there to fund efforts to persuade them otherwise? We justify it because it is what the governments of those societies are pursuing. But I sometimes wonder if it’s appropriate.

**Zenda, what would you say is important in those cases?** **Zenda Ofir:** When you intervene in a society from the outside, you need to be extremely sensitive. What you do will not be sustainable unless the people in that country themselves take control of implementing and sustaining the change, and have the desire to drive it. And you need to understand the systems in which you are conducting your work and interventions. That’s why it is interesting to talk about big data, which is quantitative, as well as thick data, which brings a lot of qualitative understandings together. And then there is warm data, which allows one to understand the interrelations in systems.

**Zoran, you are working locally in Bosnia-Herzegovina. What do you think can make philanthropy more effective?** **Zoran Puljic:** For us to work better collectively, to make a better impact, and have a better evaluation, I think we need to find ways to use the data being collected by all of us individually across the world together, so we can have these systems live and responsive to everything happening in the field. In large corporations, there is data collection across all the companies, data analytics, predictions. In the non-profit sector we are not yet harnessing the full potential of the data being produced. In order to do so, we have to become more digitalized, more co-operative, and open to using artificial intelligence to analyze it. That is the future of the sector, and if we don’t start doing that now, we’re not going to be able to meet the vast challenges of today.

**Larry Kramer:** Building the infrastruc-

**Larry Kramer** is president of the William and Flora Hewlett Foundation, one of the 20 best-funded foundations in the world. The US-based foundation works around the globe, primarily in the fields of education, reproductive health, and environmental protection. Kramer has repeatedly spoken in favor of both more co-operation between foundations and long-term grantmaking strategies.



ture for good philanthropy is itself a place for collective action, but virtually no funders have any interest in doing it. We have been at it for quite a while and only have something like four partners in the entire world who want to put the money and resources into things like that.

**Unlike democratic governments, philanthropists and foundations are not elected to form and shape society. So while speaking about effectiveness and impact, we should not omit the question of legitimacy. What do you think legitimizes the actions of philanthropy in our societies?** **Zoran Puljic:** I think we need to be fully transparent. What legitimizes us in our case is that we build a huge online and physical network of young

volunteers working with us across the country. We’re also joining forces with almost half of our country’s municipalities. For every euro we put in, they put in at least another. These two euros are then matched by local businesses, other nonprofits and citizens. Finally, these funds are used for communities and managed by young volunteers. Our legitimacy comes from the fact that decisions are made by young people for young people, by local people for local people, rather than being centrally managed from our office.

**Larry, how do you legitimize the actions of the Hewlett Foundation and towards whom do you feel accountable?** **Larry Kramer:** We are not accountable to customers in a private market



sense, but to the government, which can regulate us anytime it wants. The way to think of the democratic legitimacy of what we do means starting with a realistic understanding of democratic politics and how it works. It is not about foundations, it is about wealth. By virtue of money you may be capable of moving public policy in ways that somebody with fewer resources cannot. Let's not begin with some idealistic image of some democratic government out there that makes decisions for everybody uninfluenced. So the number one question that we should be asking is, what would the world look like if we weren't there? If you

**“You are accountable to the people you are trying to help.”**  
Zenda Ofir



**Zoran Puljic** is the director of the Mozaik Foundation that promotes young social entrepreneurs in Bosnia-Herzegovina. In recent years, Mozaik has gone through an ambitious focusing and realignment process – from short-term project work to orientation towards long-term impact goals. Following this course, Mozaik wants to help a new generation of value-driven entrepreneurs break through and become role models for other youths.

took the foundations out of play, you would simply be giving even greater play to unregulated wealth to push our democratic politics in directions without any transparency, through dark money, and so on.

**Zenda Ofir:** My perspective is, your main accountability lies not with your shareholders, not with the government, but you are accountable to the people you are trying to help. And then, legitimacy, on a philosophical level, also comes from the integrity with which you do something. I firmly believe that the principles on which you base your work and the willingness to learn must be so that they give you legitimacy in the eyes of those you work for. The last point to make is that transparency is a very complicated matter. Sometimes evaluations have sensitive information that can easily be misinterpreted by political opponents, media who serve a particular agenda, or an individual who twists what is written in an evaluation report. So this a big issue for us.

#### Is too much transparency dangerous?

**Larry Kramer:** I think it is difficult to be transparent, but it is foolish not to be. I can think of so many instances of organizations or people getting themselves into trouble by not being transparent, and I can think of very few in fact where they got into trouble by being transparent. The bigger problem is that small foundations actually don't keep track of their performance. So, they don't have anything to publish on that, whereas we do keep track. We put every evaluation online publicly. That's how you get the feedback you need, because someone else can read that and help us understand things we may have missed. You're so much better off being transparent and in a position to explain, than not.

**Zenda Ofir:** I do agree with that, but there are some countries where lives can be threatened, organizations' futures can be threatened. One needs to remember that in the South everything is more challenging.

**Zoran Puljic:** Foundations make a lot of mistakes. And of course someone is always waiting around the corner to tear us apart for the mistakes we have made. But I think legitimacy can also be achieved through learning. It's good to have these forums as foundations which are closed to the media, and under house rules we can discuss our failures and raise these kinds of issues and dilemmas in an open environment, so that we can actually learn from them. And then again be more transparent, be more relevant.

#### Which opportunities and challenges do you see for the philanthropic sector in the coming years?

**Larry Kramer:** All the accomplishments of philanthropy so far have been possible because there are some foundations we take for granted. The existence of a stable democratic system has enabled a whole lot of things for us, as had the existence of a stable physical, social, and political environment – so we could think about long-term investments and long-term institutional development. These foundations are at risk now, globally. The fact of climate change and the increasing dysfunction within democratic systems threaten the foundations on which everything else we do stands. For any funder to continue what they have been doing as if that's not happening seems untenable. Because when these foundations unravel, all the good they've accomplished will be undone. Every funder should be addressing climate change, not because it's more important than every other problem, but because it is part of every other problem. Those are the two places that really need to be focused on whatever your other priorities.

**Zoran Puljic:** I would put the fourth industrial revolution even before climate change. Even if they are interconnected. I think we are moving from a time of stability into a time of volatility in which the world becomes increasingly unpredictable. And that's going to put a lot of pressure on

**Zenda Ofir** is a South African evaluator who has worked from local to global level with bi- and multilateral organizations, governments, universities and foundations in more than 40 countries. She is the former president of the African Evaluation Association, Honorary Professor at Stellenbosch University, and was a Richard von Weizsäcker Fellow of the Robert Bosch Academy in Berlin in 2019. She is committed to advancing evaluation for sustainable and transformative development, informed by diverse models, experiences and value systems around the world.



foundations. People will start asking, why don't you use your resources better to address some of these emerging challenges globally? And I think that's at the same time an opportunity, because if we do it right, we can really help towards easing these volatilities and caring for the ones left behind because there will be more and more of these in the next couple of years.

**Zenda Ofir:** The era of the anthropocene is here, in which humankind is doing huge damage to the planet. The urgency with which solutions need to be found and the scale in which they need to be found are extraordinary. This is a fantastic time for collective

work that can create what we call “transformations systems” – like health or education systems – using what we now know about how systems work and using complexity theory in order to be more effective than ever before. We must now apply that knowledge and not be scared of complexity. Philanthropy can take the lead in doing this, as it has somewhat more freedom from the short-term political interests that characterize democracies and industries that have shareholder interests to look after. So, this is an exciting time. I look forward to the breakthroughs that will come from this kind of collective action.



TEXT  
Nicole ZepterPHOTOS  
Gene Glover,  
Thomas Pirot

# A New Beginning from Within

Around one hundred Foundation employees participated in the strategy process to reshape the international work of the Robert Bosch Stiftung. Eight of them explain their experiences.

Antonia Röhm initially observed the process from the outside. The Senior Project Manager of the Robert Bosch Stiftung was taking part in a professional exchange program with the Federal Foreign Office when the Foundation announced a fundamental restructuring. Months later, back at the Robert Bosch Stiftung, she no longer sat at her desk but rather in a scenario workshop dealing with the world's possible conflicts 20 years into the future. Antonia Röhm was part of a unique project in the history of the Foundation – in terms of intensity and personnel deployment. Over 18 months, more than one hundred employees sought an answer to one key question: what do we want to work on in the future? Over these 18

months, Foundation employees analyzed how Robert Bosch's legacy can be interpreted and implemented today, and what philanthropy has to do to remain effective in a rapidly changing world. Over these 18 months, the field of work was closely examined with the support of international experts. This involved research trips and conferences, discussions with academics and practitioners, and getting to know other foundations worldwide.

Changing a foundation from within while regular project work continues requires a huge effort from the staff. Roswitha Meurers knows the renewal process inside out – as she co-organized it. The Assistant to Member of the Board of Management

Sandra Breka works in Berlin and scheduled everything meticulously. Who needs to have meetings with whom and when, what work can be done on the plane, and when are the various deadlines? For her it was clear: "We can't reschedule a single appointment." At the kick-off event, she had the feeling that everything was possible. "Everyone was ready to work, taking in input with eyes wide open for the new," she says. "I was curious about the result – as this needed to be a masterstroke." Like all employees, Roswitha Meurers was able to apply to be part of an internal working group. There were two phases in the working groups: the first was to look at different trends, regions, and topics, which led to a



**Laura Bail, Team Assistant**

"It was an open, unbiased process. It takes trust, time, and financial resources to shape this change from within. We received all of that. Sometimes it was challenging, and often simply very exciting. We're designing our future workplace right now, which was a big motivation for me."



**Markus Lux, Senior Vice President**

“We consciously devoted ourselves to global trends and asked ourselves the questions: What challenges are there in the world? Are we still relevant? What power do we have, and with what resources can we make an impact? The foundation landscape is changing because it’s facing new challenges. Foundations are joining forces, paying out significantly larger sums of money, and at the same time are being questioned more critically. We want to do as much as we can with the means at our disposal.”

**Thomas Henneberg, Project Manager**

“The entire process was one long learning journey. I found it especially rewarding to think outside the box and deal with new topics and regions. The trip to Israel in particular left a lasting impression on me.”

**Roswitha Meurers, Assistant to the Board of Management**

“I was inspired by the cooperation in the working groups. It’s great to let different experiences merge. The excitement just before the deadline was immense. But there was also a celebrational feeling when they said, ‘The strategy document is ready, this is how we’re submitting it.’”

**Antonia Röhm, Senior Project Manager**

“We live in a volatile world. Things are becoming more complex. How do we respond as a foundation? We took the time to find answers to that. With this process, we have really achieved something. The new beginning is here, and we want to get started.”

**Clemens Spiess, Senior Project Manager**

“The process has also changed our work culture. We work more closely across departments and have developed closer relationships with the Board of Management and the leadership team. It worked well because it wasn’t a top-down process.”





**Raphaela Schweiger, Senior Project Manager**

"Why do we do what we do?" became a guiding question for me. I was able to deal with the international perspective of migration in the process. It turned out that there is a lack of long-term, sustainable models in migration and foreign policy. This leads to the question: what approaches can the Foundation take in the future?"

## "I haven't studied that intensively since I was in college."

Antonia Röhm

shortlist of topics. In the second phase, the topics for the Foundation's international work were narrowed down and presented to the Board of Trustees in the summer of 2019.

"When I joined the Foundation in 1993, I had 30 colleagues here. Today we're more than 200," says Project Manager Claudia Fisches. "We've seen especially strong growth in the past ten years. For me, it was the right time to reposition for the future." For Claudia Fisches, this meant pausing for a moment to reflect. "Our sphere of influence is more limited, especially in autocratic structures. For our project partners, work is becoming more difficult. Ever more people working for civil society [in these countries] end up in prison." Even though most states worldwide have favorable frameworks for philanthropy, there is an increase in restrictions and regulations. For many of the staff, the impressions gained through discussions with local stakeholders were immensely valuable: "We gained a great deal of insight," explains Fisches. "It's also about simply asking the person you're talking with, 'How are you doing today?'"

On a research trip, migration expert Raphaela Schweiger unearthed more than just new information but also won insights that could influence the development of the International Understanding and Cooperation funding area. The Senior Project Manager traveled with other experts through Nigeria to research migration-related foreign and development policy. She spoke with figures from the worlds of politics and administra-

tion, NGOs, and international organizations, discovering, as she calls it, "how things really are." Exactly this was one of the trip's objectives: to sharpen her view of the world.

Laura Bail has been with the Foundation for two years. The Team Assistant was part of the Urbanization working group and through it came to understand new perspectives. "It's often simple things that can change your view," Laura Bail says, speaking about her experience at the World City Summit in Singapore. "For example, that the mayor of a port city like Rotterdam can help a mayor in Bangladesh with his experience." She also participated in a workshop at the Potsdam Institute for Climate Impact Research: "The experts were able to show how little progress has been made in researching the interplay of climate change, migration, and conflicts. That amazed me. Because these issues are very much dependent on one another."

Project Manager Thomas Henneberg was also on what he calls a learning journey. He spent several days traveling through Israel and the Palestinian territories to talk to women's rights activists, students, political representatives, and refugee workers. Listening to him, it becomes clear how profound the process was: "Everyday working life felt more and more like a think tank. We took time to think about the global challenges that urgently need to be addressed beyond the current funding."

Senior Vice President Markus Lux speaks with energy in his voice when he talks about the transforma-

tion underway in philanthropy. He mentions the dot-com billionaires, the new generation of heirs, the major new initiatives operating with large sums of money, and the new, very different funding instruments. The volume of philanthropy has almost doubled in the last ten years. "Today mega-grants are awarded," he says, "sums of more than 100 million euros for a single project." As for the Foundation, Markus Lux says it's a simple question one needs to ask: "Is what we're doing still the best we can do?" Lux led the Climate Change working group and participated in various other working groups.

Creating the new also meant letting go of the old. All of the international portfolio's projects would be terminated. There were difficult, sometimes very emotional conversations. "It was often painful for our partners. And it was painful for me, too, because I had to relinquish most of my former responsibilities." Markus Lux, like all of his colleagues, sought direct communication. And, if necessary, direct confrontation - but the partners, as he reports, came to understand the decision and dealt with it constructively.

The transformation has been a part of the Foundation's day-to-day work in the area of international funding since 2018. "I was hesitant at first," remembers Senior Project Manager Clemens Spiess. But he also experienced another side: "A very special dynamic developed through working together, the learning journeys, and exchanges. It energized the whole Foundation." For him, the realignment has created a solid foundation: "I think that in the future we'll be able to respond faster and more appropriately to the world." Antonia Röhm adds, "I haven't studied that intensively since I was in college. The best experience, however, was witnessing all the networks and contacts the Foundation has. We got to know each other much better and we now work more closely together. The new beginning is here."



# News from our Foundation

About learning on YouTube and at school,  
a health center, and the digital transformation.

### Science needs YouTube

Making science accessible to as broad an audience as possible – especially young people. With this goal, the Robert Bosch Stiftung is turning to YouTube. In a campaign on the occasion of the Earth Overshoot Day, the Foundation joined forces with WWF to bring YouTubers and scientists together. The result was a video series on the subject of sustainability, the purpose of which was to ensure that the important facts are available right where young people go to learn about the world.



### School from the parents' perspective

The vast majority of parents are satisfied with their children's schools, as shown by the results of the *Deutsches Schulbarometer*, a representative survey by the Robert Bosch Stiftung in cooperation with the German weekly *Die Zeit* on the topics of education and schools. At the same time, however, not even half of the 1,011 parents surveyed believe that school prepares their children sufficiently for life after school. Another finding from *Schulbarometer*: more than half of the parents regularly spend several hours a week helping their children with homework or preparing for presentations and classwork. Dagmar Wolf, Senior Vice President for Education at the Robert Bosch Stiftung, takes a critical view of these findings: "Children's educational success should not depend on regular support from parents." Teachers should change their attitudes and teaching accordingly, "so that children have equal educational opportunities from the beginning of their school careers," says Wolf. The *Schulbarometer* is meant to give the perspective of parents a higher profile in the public debate about the quality and future of schools.

Photos: Robert Bosch Stiftung, Getty Images, UN Photo/Best Image, Sven Weber



## Setting the course for the digital future

We need to make our digital future more secure and inclusive. This is what a UN expert group demands in its report "The Age of Digital Interdependence," delivered to UN Secretary-General António Guterres in the summer of 2019 (see photo). According to the experts, the existing instruments for shaping technological change for the benefit of all are insufficient. Guterres convened the expert group in 2018. Their brief was to shed light on the social, ethical, legal, and economic impacts of digitization – and to identify possible responses in terms of the UN's sustainable development goals. The work was funded by various governments and foundations, among them the Robert Bosch Stiftung. When handing over the report, the chairs of the expert group, philanthropist Melinda Gates, and Jack Ma, founder of the Chinese company Alibaba, underlined how important it is to now set course for a digital economy and society that involves everyone. "The rapid pace of technological development calls for clearly defined, intelligent, and evolutionary, multilateral structures for cooperation and regulation," says Sandra Breka, Board Member of the Robert Bosch Stiftung. "Only an inclusive approach involving stakeholders from all sectors can ensure that the benefits of technological change outweigh the dangers and that we do not leave anyone behind." In their report, the experts recommend, among other things, that socially disadvantaged groups be supported with concrete measures to achieve digital, and thus also social, inclusion. Focusing on access to new technologies is not enough. To protect human rights, the experts suggest a review of how human rights standards can be enforced in the field of digital technologies.

## Health centers in Germany with international role models

In September 2019, one of the first *PORT* centers in Germany was opened in Hohenstein. *PORT*, Patient-Oriented Centers for Primary and Long-Term Care, is a program through which the Robert Bosch Stiftung has supported initiatives for better healthcare since 2017. The goal is to establish local health centers ensuring primary healthcare from one source, thus facilitating better care especially for the chronically ill. Four *PORT* centers are being developed throughout Germany; the initiators collected ideas and suggestions on international study trips, for example to model institutions in Canada, Sweden, and Spain. The *PORT* health center in Hohenstein combines modern medicine and therapy for all age groups with prevention, health promotion, and advice. A network of general practitioners, pediatricians, physiotherapists, nurses, and social workers work together with case managers for the benefit of the patient.





# Powerfully eloquent

As a teenager, Selina Neirok Leem just wanted to get away from the Marshall Islands – now she’s fighting to save them.



The main tool I am using as a Climate Warrior is storytelling. I speak at conferences, write poems, and perform them. It is healing for me. But my speech at the 2015 United Nations Climate Conference in Paris was unplanned. My role was to shadow the then Foreign Minister of the Marshall Islands, the late Tony deBrum. I was to leave that day to go back to my school, the UWC Robert Bosch College in Freiburg, to attend the winter ball. However, I was asked to share the final statement with Minister deBrum – I had about four hours to write the speech.

Already as a child I had many dreams. Such as becoming the first Marshallese scientist and going to Ivy League schools. I wanted to be a role model to young Marshallese as we don’t usually have that much support to leave our little bubble. So at the UN Conference, when I got the microphone, I introduced myself as a small island girl with big dreams.

Then I talked about what my grandfather said to me when I was eight or ten. He really was the reason all of this started. He told me that if I did not behave, the North Pole and South Pole would melt, the waters would rise and our islands would submerge. I had nightmares. To him, it was probably to get me to behave so that God would protect me. But it sparked off more. My friends and I would go to the ocean side, collect corals, put them in a line across the reef. Everyday we would check them, praying they would grow to be giant corals to protect our home from the incoming water. Seeing the effects of the king tide season on the land made me fearful of the water.

When I heard about United World Colleges (UWC), I was only 14, so I had to wait two more years to apply. But I was struggling a lot, with my family, with myself, with my society. I wanted to get away. At UWC Robert Bosch College in Freiburg I was given the platform and tools to reach out to a much wider audience. It sort of gave me the equipment to be what I am today.

As of now, I am based in New York working as an intern at the Permanent Mission of the Marshall Islands to the UN, helping with the preparations for the UNSG Climate Summit 2019. I’m very blessed that I’ve been able to have all these opportunities and meet many change makers of so many backgrounds. I never thought I would become so involved as a Climate Warrior. I was suddenly labeled as such – and now I see myself as one. I am doing it for my people, and for the world.

## International learning

Selina Neirok Leem (21) comes from the Marshall Islands, whose existence is being threatened by climate change. In 2016, she completed her International Baccalaureate at the UWC Robert Bosch College in Freiburg, a boarding school for 200 students from over 70 countries, of which 140 receive a full scholarship and 50 a partial scholarship. The school celebrated its fifth anniversary in 2019. There are 18 United World Colleges worldwide. Their goal is to unite people, nations, and cultures for peace and a sustainable future.

Text: Martin Petersen | Photo: private



