We have come to the close of this remarkable three-day gathering. I hope that is has been useful to you and meets at least some of the expectations that you brought with you.

Thanks

Before anything else, deep gratitude—as well as good manners—requires thanking the many people who worked hard to make this convening a reality.

To those colleagues and friends who said “yes” to a request almost two years ago to serve on the Working Group—and who have given countless hours of work, much intellectual heavy lifting, quiet dedication and seemingly limitless patience—I (and we) thank you.

To Judy Barsalou and our Ford Foundation colleagues here in the Cairo office, we owe enormous thanks. Despite running the busiest and most demanding office of the Ford Foundation, you have been generous with time and attention—and we all know that comes at a cost. Thank you.

To my several other Ford colleagues, especially Monique Ekmekjian and Karin Krslovic—who made sure that it happened and that we had the funds to pay for it all. Thank you.

To the remarkable gang of the Interaction Institute for Social Change, led by the unflappable Marianne Hughes and IISC’s own Pharonic—Linda Guinee (the Queen Hatshepsut of IISC) who organized all of us and provided unreal support to the Working Group from our earliest meetings. And to all the IISC staff around the room and out at the desk. Thank you.

To our community organizers Juliette Majot & Nancy Cunningham (Barak Obama was not the only one with community organizing…). They interviewed all of us and wrote synthetic pieces about what they heard—they allowed us to get to know one another before we even met. Thank you.
To Nadia, our videographer, and her crew; Andrew Milner our evaluator; Radna and her colleagues who have handled logistics;—and of course to Gara LaMarche, who traveled so far to share his views on philanthropy for social justice. Thanks to all of you.

**Next Steps**

In my opening remarks I offered a vision of a possible infrastructure to support philanthropy for social justice and peace. *That* infrastructure highlighted certain capacities that we believe are lacking:

**Structural analysis for transformation.** Many in this room employ such an approach; far more foundations elsewhere do not. We need to provide more options.

**The design of appropriate grantmaking strategies.** I could certainly benefit from more conversations—and a systematic collection of such stories—with Stephen Pittam and Ana Criquillon.

**Social impact analysis.** We have to bring both rigor and common sense to “impact analysis.” We see a tendency by some to reify evaluation and miss what our real purpose is. The field of philanthropy has a passionate love affair with generic “effectiveness” which some believe is a proxy for *social impact* analysis. It is not, but we need a discourse that supports both. So we need to be more sophisticated and nuanced—and grounded in justice and peace about impact analysis. (Recall, as a friend tells me, an out-of-control bus has impact.).

I used these capacities—and resource mobilization, data collection and others—to sketch out the institutional help that we might develop. These, or course, are necessary but insufficient.

**Avila Kilmurray** reminds us to reach out to allies outside of this room.

**Walter Echo-Hawk** and **Monica Aleman** reminded us about the deep ties to identity and context of culture for justice and peace.

**Luc Tayart de Borms, Andrew Park** and **Sheela Patel** reminded us about the need to be opportunistic, flexible and non-linear.
Bisi Adeleye drew our attention to the important role of passion and courage.

In other words, there is much to consider regarding a kind of grantmaking that deals with social justice and peace efforts. This convening is obviously emphasizing the capacities that are missing and how some of us might work to develop them over the next 10 years.

As I said in our opening session, what emerges from this convening depends on us here present. The locomotive for new work is all of us. The Ford Foundation and the Working Group endeavored to create the convening—to establish the conditions—but will not drive what follows.

Of course we all hope that important new efforts will emerge today and in the immediate aftermath of this meeting. The Working Group has agreed to continue for another 12 months in a supportive and coordinative role—so that discrete efforts by smaller groups can be followed by all. The WG will also attempt to produce a working report and use the interviews of this convening that would serve more as a tool than a transcript. The IISC will maintain the website for another 12 months as a source for follow-up, sharing information, presentations here, materials, group memory, products and organizing. We will reach out in a few months to see what work is moving forward.

While the Working Group will serve as facilitator and coordinator (we will met in May). We assume, if there is clear demand, that the Working Group itself will evolve to a different structure.

As smaller self-organized working groups identify work that the field needs, and begin to design and organize that work, there are several foundations willing to be approached for initial modest support (in line with our current funding).

What is exciting is that we have enough people together, with the right kind of contextualized experience that, if we choose, we can summon a “creative turmoil” in the field of philanthropy that can give birth (continuing the birth metaphor from Seamus Heaney) to a new form of philanthropic engagement around the globe—one that unashamedly is biased toward justice and peace.
Conclusion

In that spirit, I would like to close with an excerpt from Dr. Martin Luther King Jr.'s Nobel Prize acceptance speech of December 10, 1964 in Oslo, Norway.

“…I refuse to accept despair as the final response to the ambiguities of history.

I refuse to accept the idea that the "isness" of people's present nature makes us morally incapable of reaching up for the eternal "oughtness" that forever confronts us.

I refuse to accept the idea that people are mere flotsam and jetsam in the river of life unable to influence the unfolding events which surround us.

I refuse to accept the view that humankind is so tragically bound to the starless midnight of racism and war that the bright daybreak of peace and sisterhood & brotherhood can never become a reality.

I refuse to accept the cynical notion that nation after nation must spiral down a militaristic stairway into the hell of thermonuclear destruction. I believe that unarmed truth and unconditional love will have the final word in reality. **This is why right temporarily defeated is stronger than evil triumphant.**

I believe that even amid today's mortar bursts and whining bullets, there is still hope for a brighter tomorrow. I believe that wounded justice, lying prostrate on the blood-flowing streets of our nations, can be lifted from this dust of shame to reign supreme among the children of humanity.

I have the audacity to believe that peoples everywhere can have three meals a day for their bodies, education and culture for their minds, and dignity, equality and freedom for their spirits. I believe that what self-centered people have torn down, people other-centered can build up. I still believe that one day humankind will…be crowned triumphant over war and bloodshed, and **nonviolent redemptive goodwill will proclaim the rule of the land.**

I still believe that we shall overcome.
This faith can give us courage to face the uncertainties of the future. It will give our tired feet new strength as we continue our forward stride toward the city of freedom. When our days become dreary with low-hovering clouds and our nights become darker than a thousand midnights, we will know that we are living in the creative turmoil of a genuine civilization struggling to be born.

Thank you.

And safe home all.