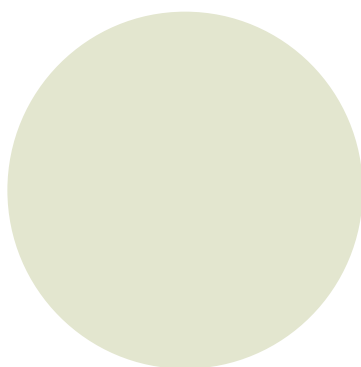
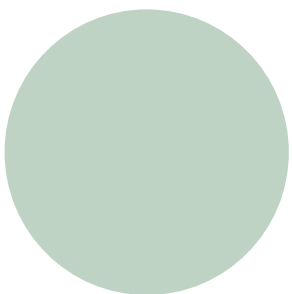
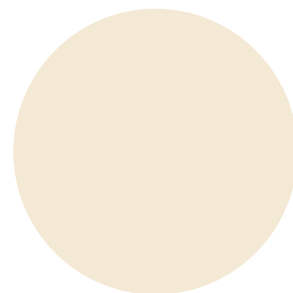
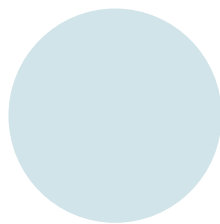
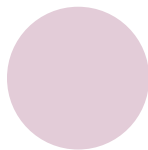
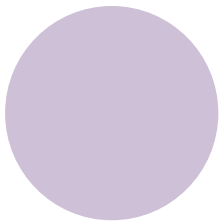
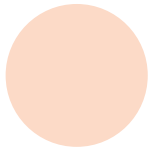




Building Bridges for Local Good

A GUIDE TO COMMUNITY
FOUNDATIONS IN EUROPE.



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Dear reader,

You are about to read about the beginnings of something far more significant than most of your peers realize. By the standards of the history of foundations, the community foundation movement is young. Depending on where you are in Europe, it started during your lifetime or even very recently. However, I am certain the rise of community foundations has only begun.

Why am I so confident? Because community foundations are an expression of our time. They are about a transition from a model of only a few in control to everyone being (potentially) powerful. In this, philanthropy is trailing social and political transitions by decades if not centuries. Today, more people are healthier, better educated, better connected, with more time available over the course of their longer lifetime than ever before. Transformative ideas no longer have to come from the corridors of government, ivory towers or corporate boardrooms. Social innovations from the bottom up can and do succeed frequently – if they have an entrepreneurial, creative leadership.

Community foundations may look slightly, or sometimes significantly, different depending on their legal circumstances and philanthropic culture. However, they are always about creating inclusive spaces for engaged citizens to develop and take up ideas for the good of all, pool resources and create local impact.

I visited many community foundations recently and was most impressed by one thing in addition to these qualities: ideas travel quickly between foundations that are connected to each other. In Brunswick, the community foundation started a weekly communal public choir that is open to everyone and where people can meet and interact – only weeks after community members had heard about the idea in a network meeting organized by the Association of German Foundations. Since my visit, the idea has become a much copied success story in many places.

This connectivity is key to the movement as a whole. However, it is the one thing community foundations cannot do on their own. It requires working beyond city limits, travel and infrastructure. That is why the European Community Foundation Initiative is so important: it inspires, organizes and partially funds an exchange that would otherwise not happen. And it connects to an even larger movement on a global level.

Today, with the civil society under pressure, strong and independent community philanthropy is more important than ever. We have to, and will, give it our very best. I am grateful to the wise funders, the brilliant team and the many amazing local leaders involved in this important effort.

Felix Oldenburg

Secretary General, Association of German Foundations
Steering Committee Chair, Donors and Foundations Network Europe

Contents

Introduction

BY ANJA BÖLLHOFF 6

Map with number of community foundations
in European Countries 12

Community foundations in Europe

BY BARRY KNIGHT 14

A snapshot of support organizations
for community foundations in Europe
BY BURKHARD KÜSTERMANN 26

Reflections on the community foundation
movement in Europe
BY ATALLAH KUTTAB 32

Further information and links 40

About ECFI 45

Why we support ECFI 46

Introduction

"There are many similarities across countries, but there are also many differences, and it is this diversity that makes the philanthropy of today so rich", says Attalah Kuttub in his reflections on the community foundation movement in Europe (page 32).

On the occasion of the European Conference for Community Foundations in Cardiff we are presenting this report in order to give you an idea of the diversity which characterizes the about 670 community foundations in Europe. In 27 European countries, citizens are actively committed at a local level to improving their community. When Simona Serban (Cluj Community Foundation, Romania) says, "We have a key role in building a base for local philanthropy in post-communist society" (page 37), this is in agreement with the experiences of Jan Despiegelaere (West Flanders Community Foundations, Belgium): "We are able to try things that have an impact on the community." (page 9) The differences in the general political, economic and sociocultural conditions become secondary; what connects people is their common goal.

Barry Knight shows us how community foundations, as a young form of engagement by the civil society in Europe, have been able to develop in an international comparison (page 15): "The movement is part of a larger movement for the pursuit of human goodness."

National support organizations have crucially contributed to this movement. Prof. Burkhard Küstermann analyzes their modes of action and organizational bases (page 26). "I like being part of an international network", says Ansis Berzins from Latvia, confirming the significance of the networking and peer learning exchange which support organizations offer may have for local motivation. Experiences like these led to the establishment of the European Community Foundation Initiative in early 2016. Funded by four foundations, ECFI brings people together and promotes mutual learning and passing on knowledge. Our special thanks go to the representatives of the four grant-making foundations which do much more with their encouraging words than make financial contribution (page 46-47).

This report discusses personal experiences at a European local level. We thank all those who shared their knowledge to help us gain insights into the diversity of our movement and what we have in common: the authors Attalah Kuttub, Barry Knight and Burkhard Küstermann. Special thanks are also due to those who shared about their local work in interviews with the journalist Madeleine Hoffmann. The vitality that emanates from the interviews and stories throughout this report distinguishes the community foundations in Europe.

This report does not claim to paint a complete picture. The national contact offices will be pleased to provide further information (page 40).

We would be pleased if this report were able to pique your interest in community foundations and to contribute to a debate at a local, national, and international level so that this peaceful form of social engagement, which is based on joint values, can keep growing and bridges can be built in Europe.

Anja Böllhoff

Coordinating Director, European Community Foundation Initiative



**Dr Alejandro Hernández Renner,
Fundación Maimona, Spain**

Dr Alejandro Hernández Renner is the director of Fundación Maimona in Spain. The institution in the province of Badajoz in Extremadura was founded by Diego Hidalgo, who wanted to improve the socioeconomic circumstances of the region. In the first phase of his plan for development, the foundation created infrastructure that the municipality couldn't afford, such as a digitized library, instruments for the school, but it also enlarged the local retirement home and transformed an old cement factory into a business innovation centre. In the second phase, the foundation built a network for entrepreneurs and hosted numerous innovational projects. It still supports new ideas and business models in the region.



Dr Hernández Renner, what do you like about your work?

» *There are a lot of things. First of all: each day is different. And the work at Fundación Maimona is the combination of two worlds that I love: there is the non-profit reality of helping others, but also a business-oriented environment. In my job, I have the opportunity of spreading ideas and exploring new realities. That is very rewarding.*

What was your best experience working for "Fundación Maimona"?

» *Once, I had to leave the foundation for a public service. The day I left, all the people I worked with in the community gathered and presented me a farewell gift. At that moment I realized what we had built in this project. I definitely wanted to come back – and I did.*

In your opinion, what is the key characteristic of a community foundation?

» *I think the most important thing is to convey local interests as an independent actor with a long-term perspective. We realized that our success depends on becoming a hub of resources, interests and ideas where people can gather in a neutral, safe, productive space that we contribute to create.*

What impact does the work of community foundations have in Portugal and Spain?

» *The number of community foundations here is still very small because people are not familiar with the concept yet. The idea of collaborating with others is something that is not usual. But I think there is a great opportunity for community philanthropy in Portugal and Spain.*

What impact does the work of "Fundación Maimona" have in your region?

» *We are able to do new things, propose new approaches to people. Some of our technical methodologies will now even be adopted by the municipalities of our province. We have the capacity to innovate the social reality – that can make us a very valuable agent in the future.*



Further information:
www.maimona.org

Community foundations make dreams come true



BELGIUM

Ghost does not equal ghost. There are big ghosts, small ghosts, ghosts that are very scary and some that are not quite as scary. Either way, one does not want to share the bedroom with a ghost. That is why Matisse, an at that time six-year-old boy from West Flanders, invented the Spocker. The Spocker is a machine that chases bad ghosts away and gives you a status report so you can go to sleep calm and safe. But the best part is: the Spocker is not imaginary, it's real.

The Spocker is the result of a project called MyMachine that encourages primary school students to invent their dream machine. The project then brings together the inventor with higher education students who design a concept before finally a working prototype is built by students from technical secondary schools. During the process, the number one rule remains: the inventor kid is the boss. If the inventor doesn't like the design, it has to be changed, if the prototype can't provide all necessary functions, a new prototype has to be built. That way, not only a ghost-chasing machine has come to life, but also a homework collecting machine, a recycling machine, a treasure finder and many more amazing inventions.

The project enables children to explore their talents, work creatively in a team and learn the first steps of entrepreneurship in a very practical way. Since its launch in 2008, MyMachine spin-offs were launched in four other countries, and the idea even caught the attention of the famous English business magnate Richard Branson, who praised the project on his Facebook page because it "brings the dreams of youngsters alive."

The successful project started out of frustration. Jan Despiegelaere and his friend couldn't believe that the education of their children in

elementary school left no room for creativity. "As soon as the children suggested new ideas that didn't fit into the concept, they were cut off by the teachers. That made us very angry." Jan Despiegelaere is the programme manager of the West Flanders Community Foundation. With his team, he figured out a way to combine education with creativity. MyMachine was brought to life: "This is exactly what I love most about my job: that we are able to try things that have an impact on the community." And that is at the same time what Jan Despiegelaere hopes for the future of community foundations all over Europe: being more proactive. "That is our biggest opportunity. Unfortunately a lot of community foundations are very responsive even though they have the chance to try things that no one has before."

The West Flanders Community Foundation is pursuing this aim. "Of course not all of our pilot projects were working out in the end, but we keep exploring", explains Jan Despiegelaere. While classical grant programmes are also a big part of the foundation, for him, working too closely with donors involves certain risks: "I see many community foundations that are transforming into donor advising agencies. Working with donors is supposed to be a tool for working with the communities – not the other way around." In the end, community foundations remain bridge builders between profit and non-profit stakeholders, he says. And in some way, that also sounds like a very special kind of dream machine which has come to life in many countries all over Europe.

The story is based in an interview with Jan Despiegelaere, programme manager of the West Flanders community foundation (Belgium).

Further information:

www.mymachine-global.org



**Irina Novikova,
Charities Aid Foundation, Russia**

While the first community foundation of Russia emerged in 1998, today there are 70 of them all over the country – 19 in regional industrial centres and 51 in small towns and rural areas. In 2003, the Charities Aid Foundation (CAF) launched a programme for the development of community foundations. Since then, CAF has been supporting emerging community foundation initiatives, but also developing new projects and approaches with existing community foundations.

What do you like about working with community foundations?

» What I really like about community foundations is that they are not limited to a single task but can solve a broad range of socially important problems, being moved by the opportunities and demands of the local society they operate in.

Why are community foundations important for Russia?

» It is a locally fine-tuned model which is crucial for Russia with its numerous regions that are different in terms of socio-economic conditions and financial opportunities, culture and civil society development. By engaging different types of stakeholders, community foundations invest in the communities' well-being and make the regions and country better for everyone.

What impact do community foundations have on Russian society?

» First of all, they have a great impact on the development of regional philanthropy. Community foundations in Russia offer innovative philanthropic solutions to deal with challenging social issues, stimulate community life, and create the environment for the development of new ideas and initiatives. Secondly, community foundations act as drivers for social activism development and community engagement in Russia, allowing commu-

nity members to deal with local issues through cooperation with businesses and local authorities. And thirdly, community foundations have an impact on the development of their regions by mobilizing additional human and financial resources.

What challenges do community foundations in Russia face?

» Russian community foundations depend a lot on their leaders – especially small community foundations in the early stages of development. They may face the risk of losing sustainability when they lose their current leader. There's a necessity to raise new leaders to back up the existing ones. Also, one of the most challenging issues for Russian community foundations is obtaining financial resources. In Russia, local companies which are involved in charity don't get tax reductions. And we have limitations to obtaining financial resources from abroad due to a "foreign agents" law. Another challenge is that Russian community foundations are partly dependent on good relations with local authorities, which might be difficult when local authorities change as a result of local government elections. This often causes changes in the priorities of a region's development and business elite – and community foundations have to start a new collaboration from the scratch or might even have to shut down.

Further information:
www.cafrossia.ru

Priceless Opportunities



Spending one night alone (or with your loved one) in a furniture store, sitting on a different sofa every ten minutes, testing all the beds until you find the one with the best mattress and the most comfortable pillows that feel as soft as snuggling with clouds in the sky. Priceless, you think? Enjoying a concert of the famous German singer Clueso and casually following him backstage afterwards, sharing a drink and chatting with him just like a member of the crew – only possible if you are famous yourself? Both times you're wrong. There is one institution that can make all these dreams come true: "Bürgerstiftung Jena".

The Community Foundation in the German Free State of Thuringia established the fundraising event "Priceless opportunities" in 2005. Since then the staff has been asking institutions, companies and individuals for special activities that citizens wouldn't normally have access to. Whatever kind of special activities they offer – Bürgerstiftung Jena sells it by auction on eBay. That way, someone actually got to stay in a furniture store overnight – for 142.47 euros. And the dream to meet Clueso personally also became reality – for 480 euros. In total, the foundation has sold 300 priceless opportunities in 11 auctions. "The opportunity that achieved the highest price has definitely been a dinner with the prime minister of Thuringia, Bodo Ramelow", Oda

Beckmann, press referent of Bürgerstiftung Jena remembers. The meeting was sold for 5,100 euros.

Oda Beckmann of the Jena Community Foundation knows that priceless opportunities are fun and provide long-lasting, beautiful memories. She has experienced it herself: "Me and the staff of the community foundation purchased a private evening at a beauty salon, so we all went and had a good time getting our hair and nails done and putting on make-up professionally. It was an experience to remember."

Of course, for the community foundation, the most important part of these priceless opportunities is the output of the auctions. The money goes to different projects. In earlier years, it was mostly given to the initiative "Schatzheber", where volunteers are trained to help out in kindergartens. Meanwhile the needs of the community have changed. Since Germany is taking in a lot of refugees, the communities are trying to integrate these new citizens. In Jena, help for refugees has become the biggest challenge and main topic of the community foundation. This is where the money of the auctions is badly needed. Oda Beckmann is certain that the foundation is on the right track: "Our goal is to reduce prejudices and strengthen solidarity in the community." If that works with the help of meeting pop stars and prime ministers, so be it.

The story is based on an interview with Oda Beckmann, press referent, Jena Community Foundation (Germany).

Further information:
www.buergerstiftung-jena.de



Number of community foundations in European countries



Source:
Community Foundations Atlas, June 2017,
available from www.communityfoundationatlas.org



RUSSIA

48

UKRAINE

27

KAZAKHSTAN

1

AZERBAIJAN

2

TURKEY

2

Community foundations in Europe

By Barry Knight

This chapter gives an overview of community foundations in Europe from a social science perspective. We begin by looking at the distribution of community foundations across different geographies. Next, we compare the characteristics of community foundations in Western Europe, Central and Eastern Europe and Russia, and “everywhere else”. Then, we consider the role of community foundations in the light of the challenges facing Europe. Finally, we address the measurement of added value of community foundations in Europe. Much of the data is taken from the Community Foundation Atlas 2014.

Epidemiology of community foundations

Over the past two decades, community foundations have become a global phenomenon with Europe playing a full part. Chart 1 shows

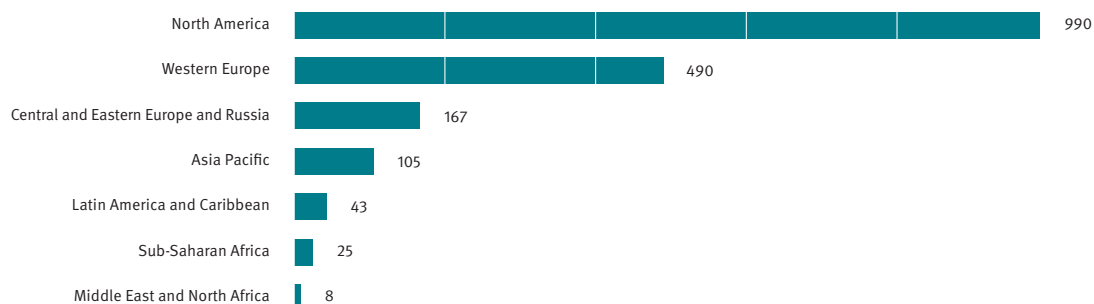
the distribution of community foundations across different regions of the world.

Some 27 of the 50 European countries have community foundations. Distribution between countries is uneven with Germany accounting for 57 per cent of all European community foundations. Only 10 countries have 10 or more community foundations, which means that there is much scope for further growth.

The fastest growth during the past two decades has taken place in Europe. Chart 2 shows the decade of first formation of community foundations in Western Europe, Central and Eastern Europe and Russia, and “elsewhere”.

Chart 2 gives rise to the well-established narrative within the global community foundation movement that traces the origins of this distinct type of place-based and public philanthropic organization to

Chart 1: Number of community foundations by region



Source:

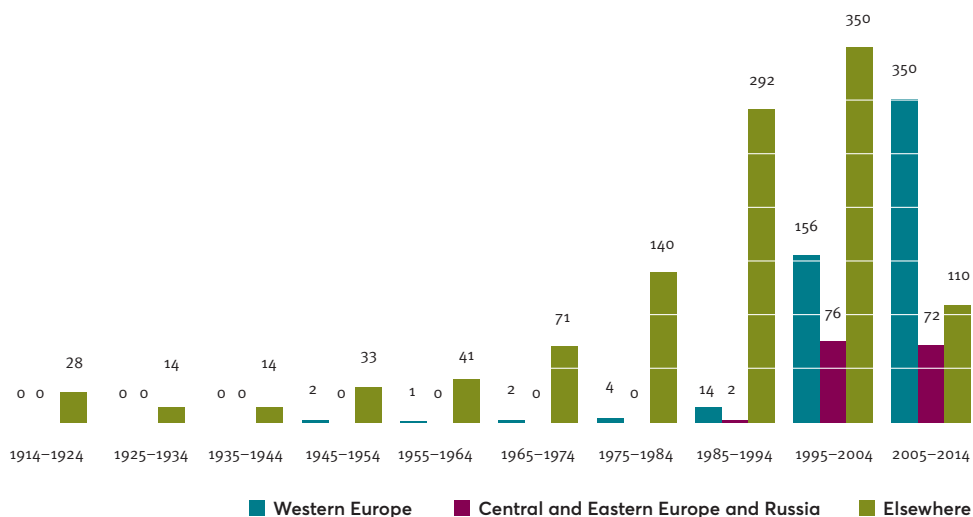
Community Foundation Atlas, 2014, available from www.communityfoundationatlas.org

Cleveland, Ohio in the United States. It was here that the first community foundation was established in 1914. Fredrick Harris Goff, a well-known banker at the Cleveland Trust Company, sought to eliminate what he called the “dead hand” of organized philanthropy. He created a dynamic, corporately structured foundation that could utilize community gifts in a responsive and need-appropriate manner.

At the time, Goff’s vision of creating a permanent pooled charitable fund for the benefit of Cleveland which could be directed to the city’s changing needs was truly innovative. The fund offered an alternative to many of the legacy gifts and endowments left by the wealthy for “charitable purposes”, which were often inflexible and short-sighted in their purpose. Over time, community foundations were established in the mould of Cleveland all over the United States, and

spread north to Canada (in 1921)¹ and then crossed the ocean to the United Kingdom (in 1975)², to Slovakia (in 1994)³ and to Germany (in 1996)⁴. In the mid to late 1990s, following the fall of the Berlin Wall, community foundations were established (with support from international donors including private foundations) in countries across Eastern Europe. Exchange programmes such as Transatlantic Community Foundation Network and Transatlantic Community Foundation Fellowship played important roles in building skills, knowledge and identity of the field through a process of peer learning. Following this, community foundations went on to the South, “arriving” in Africa in the mid-1990s when a consortium of private foundations supported a joint programme to introduce the community foundation in post-apartheid South Africa, and when the Kenya Community Development Foundation was established in 1997.⁵

Chart 2: Number of community foundations in Europe and elsewhere by decade of first formation



Source: Community Foundation Atlas, 2014, available from www.communityfoundationatlas.org

¹ See the Winnipeg Foundation (www.wpgfdn.org).
² See the Community Foundation for Wiltshire & Swindon (www.wscf.org.uk).
³ See the Healthy City Community Foundation in Banska Bystrica (www.knzm.sk).
⁴ See the Bürgerstiftung Gütersloh (www.buergerstiftung-guetersloh.de).
⁵ The UThungulu Community Foundation (www.ucf.org.za) was established in 1999 and the Greater Rustenburg Community Foundation (www.grcf.co.za) in 2000.

While this is certainly an important narrative, illustrating the power of a compelling idea that continues to resonate in multiple cultures and settings, it is only part of the story. The problem with a simple linear trajectory is that it runs the risk of disregarding the fact that community philanthropy is a universal good found in all communities everywhere and is part of the human impulse to cooperate that plays such an important part in our ability to survive and thrive as a species. The movement is part of a larger movement for pursuit of human goodness.⁵

The growth in community foundations has been organic, messy and unorganized, characterized by the nuances of local context and by emerging practices and values that suit each local context. It has also been marked by a loosening of tight definitional ties to the US community foundation model – signifying a shift from the close relationship of siblings to that of a larger extended family.

Relaxed definitions are healthy because a narrow focus on organization types is now out of step with the age. In reviewing the field for its 2016–2022 strategic plan, the European Foundation Centre found a “myriad” of organizational forms that pursue philanthropy and therefore moved away from the use of the term “foundation”, using the term “institutional philanthropy”

instead.⁶ The precise institutional form matters far less than the practical activities leading to public benefit. In the case of “community foundation”, a better formulation is therefore “community philanthropy”. As Atallah Kuttub puts it in his contribution to this publication, it would be better to use a more inclusive notion of community philanthropy because this “... provides the basis for shifting the power back to people and communities to avoid top-down approaches and ensure sustained improvement in the lives of people”.⁷

Characteristics of European community foundations

In planning for the centenary of the first community foundation in Cleveland, Ohio, the architects of the Community Foundation Atlas decided to take a broad approach to the definition and nomenclature of community foundations because the field has “... sometimes tied itself up in knots in a fruitless debate about what names to use and who is ‘in’ or ‘out’”.⁸ Using the term “community foundation” as a convenient shorthand, the Atlas reached out to relevant local place-based philanthropies using criteria developed during a consultation by the Aga Khan Foundation (USA) and the C.S. Mott Foundation. This suggested six characteristic features of community philanthropy:

⁵ Hodgson, J. and Knight, B. (2012) *A different kind of wealth*, Johannesburg: Global Fund for Community Foundations.

⁶ Available from: www.efc.be/wp-content/uploads/2016/05/Strategic-framework-2016-2022-1.pdf.

⁷ Kuttub, A. (2017) ‘Reflections on the community foundation movement in Europe’, p. 34 of this publication.

⁸ Knight, B. (2014) ‘Community Foundation Atlas: Dimensions of the field’, available from: <http://communityfoundationatlas.org/facts/>

1. Organized and structured
2. Self-directed
3. Open architecture
4. Civil society
5. Using own money and assets
6. Building an inclusive and equitable society⁹

Using these criteria, the Atlas located 1,827 community foundations across the world. Of these, 478 completed a long questionnaire that enabled us to identify the key features of the organizations based on what they do. Community foundations are typically involved in grantmaking, have local people as leaders in the organization, seek local donations of money, have a board that reflects the diversity of the local community, wish to build an endowment, serve donor needs, act as an intermediary channel for outside funds to come into the community, build inclusion and trust in the community, pursue equity, are accountable to local people, raise new money for grantmaking every year and develop communities.

For the purposes of this chapter, we reanalyzed the data in the Atlas. We compared community foundations in three locations: (a) Western Europe, (b) Central and Eastern Europe and Russia, and (c) "elsewhere", using a statistical technique called "analysis of variance".

We found significant variations. First, European community foundations tended to

be smaller than elsewhere, having smaller staffs and smaller boards. However, they appeared to compensate for this by having more volunteers. In Central and Eastern Europe and Russia, endowments tended to be much smaller than average. Western European community foundations were less likely than others to have partnerships with other organizations and less likely to use or invest in local leadership. All these differences were statistically significant ($p < 0.0001$).

While foundations in Western Europe were more likely to work on issues of "equity", such as race, gender and poverty, their counterparts in Central and Eastern Europe and Russia were less likely to do so ($p < 0.001$). This resonates with a study conducted by the Global Fund for Community Foundations (GFCF) which compared its African grantees with those in Central and Eastern Europe. Factor analysis of 20 standard outcome indicators used by GFCF showed that while African grantees were more likely to score highly on items related to social justice – poverty reduction, addressing racism, and ensuring gender equity ($p < 0.0001$), Central and Eastern European foundations scored significantly higher on "building philanthropy and assets" – working on a culture of giving and building endowments ($p < 0.01$). We found other clusters – most notably, on "building trust" and "enhancing community capacity", and these were equally important in Africa and Central and Eastern Europe.

⁹ Knight, B. (2012) *The Value of Community Philanthropy*, Washington DC: Aga Khan Foundation (USA) and C.S. Mott Foundation with the Global Fund for Community Foundations.

Context and role

Community foundations will inevitably have a variety of forms and develop a variety of issues if they are genuinely grassroots organizations formed from the bottom of our societies. Rather than considering such variations a weakness, it is helpful to see this as a strength because it means that community foundations are responsive to community needs, rather than imposing a blueprint and expecting standardization everywhere. On this model, community foundations are like amoebae – protean in their form and taking multiple shapes to address complex needs in our societies.

Let us take two examples of how this works. First, in Russia, Larisa Avrorina describes how in southern Siberia, an area with no big business, no money, low incomes and a faded sense of community, a musical event sparked off collaborations between different organizations and resulted in the formation of a community foundation. "It's like lighting a candle", she says.¹⁰ A comprehensive study by CAF Russia gives many examples of how community foundations breathe life into the governance of small towns and rural areas.¹¹

Second, in Varna, a coastal city in Bulgaria, a series of culinary workshops on Arab cuisine shows how food can help

break down barriers between migrants and the host community. "Varna Culinary Works" is part of the "Road to New Friends", a programme organized by the Varna Community Foundation that builds bridges across different cultures and welcomes newcomers to Varna.¹²

These examples show how we might begin to address some of Europe's chronic problems, particularly those that manifest themselves at a local level. In October 2014, Philanthropy for Peace and Social Justice (PSJP) surveyed 23 institutional philanthropies in Europe and then brought them together for a meeting. One of the survey questions was: "What are the main difficulties you face in achieving outcomes related to democracy, social and economic stability, and peace in Europe?" Responses suggested that people feel "up against it" and their work is "flowing against the tide". Many mentioned how the economic crisis is making everything harder. This is not just a problem of resources, though many cite the lack of public money as a serious problem in addressing issues of poverty and inequality, but is also a battering down of the hatches. Several mentioned a sense of powerlessness among populations, a weakness of community groups, and a retreat from politics and engaging with public affairs. For their parts, governments appear to be retreating into their shells, focussing on economic matters at the expense of social ones and are

¹⁰ Avrorina, L. (2016) 'Working with scarcity in rural Russia', *Alliance*, December, Volume 21, No. 4.

¹¹ CAF Russia (2017) 'When size matters: The phenomenon of community foundations in small towns and rural areas of Russia', available from <https://www.cafonline.org/about-us/publications/2017-publications/when-size-matters-caf-russia-community-foundations-report>

¹² Available from: www.globalfundcommunityfoundations.org/latest-news/2017/6/8/how-is-european-community-philanthropy-responding-to-refugee.html

unsympathetic to progressive social change. Public opinion is hardening against the poor. While there is rising inequality, there is no concern with the consequences for Roma, for women and for marginalized groups. Racism and xenophobia are on the rise.

If there is a single focus for solving these problems, it is to be found in "solidarity" - the leitmotif for the European Foundation Centre's 2017 Annual General Assembly in Warsaw. Ralf Dahrendorf argued that a good society depends on three qualities: freedom, prosperity and solidarity. He showed, however, that solidarity has been the main casualty of the world since 1989.¹³

Community foundations, particularly in the wider framework of community philanthropy, can address this. Studies by the Global Fund for Community Foundations reveal that, when it is done well, community philanthropy can produce three outcomes that produce stronger, resilient communities that form the bedrock of a sense of solidarity. These are¹⁴:

1. Assets – financial and other kinds of wealth that exist in communities
2. Capacity – skills, knowledge, expertise, leadership and strong community organizations
3. Trust – social capital, positive relationships and connections

Measuring added value

This brings us to the question of measurement of value. The Global Fund for Community Foundations is developing an evaluation system based on the three-legged stool of "assets", "capacity" and "trust", which – according to evaluations of its grants programme – together make up the distinctive contribution of community philanthropy towards building stronger, resilient communities. At their best, community foundations are small at the centre and powerful at the edge and by spreading a different kind of wealth – one based on local people having the power to control their lives in favour of the values of inclusion and equity.

On the author:

Barry Knight is adviser to the Global Fund for Community Foundations, director of the Webb Memorial Trust and director of CENTRIS. Together with Jenny Hodgson, he was guest editor of a special feature on #Shift-ThePower: The rise of community philanthropy, *Alliance*, December 2016.

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FRANCE

**Stéphanie Ioan,
Bordeaux Mécènes Solidaire, France**

The city of Bordeaux has experienced a fundamental change in the last years. It transformed from a shabby metropolis of wine to a role model city for France and all of Europe. By now, the city has the highest number of launches of companies in France. Part of the socio-economic change in the city has been the work of the Community Foundation Bordeaux Mécènes Solidaire, founded by the city government, on the initiative of the mayor of Bordeaux and former Prime Minister of France, Alain Juppé. The Governance of the foundation is shared between public and private actors, but public actors are in a minority and can't make decisions on their own. Stéphanie Ioan is the Director of Bordeaux Mécènes Solidaire.

What do you like about your work?

» *I like to create the link between the actors and accompany the projects in the service of a better world with more solidarity. I am convinced of the usefulness of Bordeaux Mécènes Solidaire, especially as the resources of the state are lacking. It is essential that the private sector participates in social action.*

What are the key characteristics of community foundations?

» *They must be at the service of the majority with respect for everyone. Community foundations act locally – that allows them to create lasting ties, synergies. They are familiar with territorial diagnoses, propose a multidisciplinary approach and can thus choose and lead innovative, relevant actions. Community foundations are also stable in a universe that evolves incessantly. They create a lasting equilibrium.*

What impact does the work of community foundations have in France?

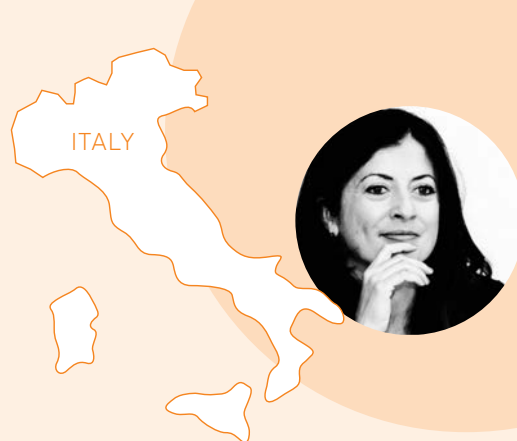
» *Community foundations still have too little impact because they are few in number and have very different anchorages and legal forms. They are set to expand further in the coming years.*

What do you think will be the challenges of community foundations in France in the future?

» *Community foundations in France are facing several challenges. First of all, they have to develop in all territories and get structured. Besides, they have to guarantee their political neutrality and know how to work in synergy with companies. And of course they have to demonstrate their social impact.*

Further information:

www.bordeauxmecenes.org



Fighting the Mafia with solar energy

It sounds like the plot of a 1990s Mafia movie or a brand-new Netflix gangster series: it starts during a series of important trials against organized crime in an Italian city. Two judges who have been fighting the Mafia for years get murdered. A young physicist who had left the region to earn his PhD returns to his city of birth. He is fed up with the Mafia controlling people's lives and decides to fight back.

This is not the plot of a Mafia movie. It is real. The city where it takes place is Messina, in the north-eastern part of Sicily. The young physicist is Gaetano Giunta and the fight he is starting is not one with weapons and violence, but with a very effective, sustainable social economy programme. Gaetano Giunta is the founder of Fondazione della Comunità di Messina – the Community Foundation of Messina. With the foundation, Gaetano wants to give the city and its future back to the citizens.

Since the Mafia seemed to have all areas of social life under its control, that was not an easy task. "We understood that to have a real change, we also had to change the economy", he said in an interview. So the first project, the foundation realized, was to invest its 500,000 euro baseline endowment in a renewable-energy photovoltaic system. This made it possible to achieve an environmental and social impact as well as a financial return to fund social projects. The project was realized in collaboration with hundreds of citizens, who allowed the foundation to put solar panels on their roofs. In return, they got clean energy – and gave the surplus back to the foundation to fund its social programmes. Today the project provides the foundation with 500,000 euros a year in this way.

The most important aspect that turned this first initiative of the foundation into a success is trust. Since the region hasn't exactly made good experiences with trustworthy institutions and authorities, convincing the citizens to participate in this programme was a task not just anybody could do. It took Gaetano Giunta to accomplish this feat. He gained the trust of people because he has been trying to create justice in the city for quite a long time, leading civil actions in 20 trials against Mafia. "He is an outstanding leader", says Carola Carazzone, secretary general of Assifero, the national association of Italian grant-making foundations. "He offered something positive – an alternative model of human development."

And it turned out to be successful and lasting, too. When the foundation convinced local donors, private equity investors and banks to transform a century-old, almost abandoned brewery into a sustainable social enterprise, it created jobs for around 150 people. In an area where the unemployment rate is around 23 per cent, this is a huge outcome. The foundation reaches out to people who have been outsiders for a long time, such as former inmates of a psychiatric prison hospital, but also to everyone else who wants to be engaged in community life. The initiatives of the foundation range from music festivals, to provide training in traditional local skills to integrating education. Carola Carazzone is proud of the foundation: "Fondazione della Comunità di Messina is a role model. They did what all community foundations should aim for: identify niches where they can really make a difference."

The story is based on an interview with Carola Carazzone, secretary general of Assifero.

Further information:
www.fdcmessina.org



SLOVAKIA

In 2004, no one would have come to this place if he didn't have to. It was grey, shabby, depressing to look at and quite scary as well. The fountain in the central city park of Bardejov in eastern Slovakia was a symbol of the authorities' lack of interest in community areas and of citizens not being able to enjoy their hometown because of that. Then, in 2007, something unusual happened. The fountain and its surroundings were reconstructed and transformed from beast to beauty, from a scary, avoided place to a beautiful meeting point of the community. How did that happen?

Jozef Jarina is an enthusiastic representative of the city of Bardejov. He is the director of the Kommunitná nadácia Bardejov community foundation and therefore was invited in 2004 by the city government to share his experience in community work, as the city was preparing a plan for economic and social development. To support this plan, Jozef designed a programme that contained the collection of funds as well as a competition on the most beautiful surroundings among residential houses, housing estates and public areas. Members of the board of the community foundation together with municipal representatives and active volunteers started to award the winners in the three categories every year. The competition caught so much attention that local media covered it with articles and talk shows, focussing on the improvement of the city environment.

After the third year, the programme was taken to the next level. Instead of simply awarding beauty, the perspective changed, and the residents could identify the ugliest places in their city. In the first year, the

From beast to beauty

choice was very clear: the fountain in the city centre was voted the ugliest spot in town. Its owner won an award in the shape of thistles as symbols of ugliness. The first-year winner turned out to be quite an award collector: it was the mayor of Bardejov who received not only the first, but many more thistle awards since a lot of ugly places in the city turned out to be owned by the municipality.

Jozef Jarina explains the programmes background story: "To involve citizens in public life is our most important role as a community foundation. A lot of people are frustrated with politicians and feel that they have no say at all." This attitude clearly changed when the mayor, after receiving the first award, actually kept his promise to renew the fountain in the city park and a lot of proprietors followed his example: a department store was renewed, a railway station, a square close to the city centre as well as a synagogue were renovated. Jozef Jarina is proud of the process: "I'm thankful that the programme is a success. We have to push people to show interest in public life. That is the way for a better future." The positive impact couldn't be more obvious than in this project. Thanks to the engagement of the community, dust turned into water, grey became colorful, emptiness and insecurity were filled with life and happiness. Because of the initiative of the citizens of Bardejov, there is an actual fountain where there used to be a ruin and the city became a better place to live in.

The story is based on an interview with Jozef Jarina, director, Kommunitná nadácia Bardejov (Slovakia) community foundation.

Further information:
www.knbj.sk

**Ansis Bērziņš,
Valmiera Region Community Foundation, Latvia**

In Latvia, the first community foundation was established in 2003. Today, there are nine community foundations covering 23% of the country's municipalities. They cooperate in fundraising events and exchange information and experiences frequently on a national level. One of these foundations is the Valmiera Region Community Foundation. Ansis Bērziņš has been its executive director since its establishment 12 years ago.



What do you like about working at the Valmiera Region Community Foundation?

» *I love that every day is different. I get the chance to meet a lot of people and actually change something. I'm a totally local person – I love my community – but at the same time, at work, I like being part of an international network. We learn from Canadian, Mexican and Russian community foundations. That is how, even as a local community foundation, we adjust to global needs.*

You have a lot of youth programmes in your region. Is this your special focus?

» *It's not a priority topic, we have a lot of other programmes, too. But the young generations are very important for the future of philanthropy here in the country. In Latvia, giving is not something well known. People are still learning the principles of engagement. As community foundation we have to explain what non-profit means, what giving is. People still expect a lot from the state. We can't change that for the older generations, but it is the young generations that shape our future.*

How has the foundation changed the community?

» *Our impact is not easy to measure. But what we did change is that people who have good ideas now actually realize them more often. In the past, they were afraid to suggest their project ideas to big donors because they were inexperienced. But our call for proposals is so simple that they are encouraged to try it.*

What are the challenges of community foundations in Latvia?

» *First of all, most community foundations here are not self-sustainable. We are dependent on national and international funding for running the foundation, so we have to keep trying to get local people to give. The second challenge is that a lot of community foundations are single-person-driven, which brings a certain risk: if this one person leaves his or her job, it can be the end of the foundation. Also, we have a big lack of data. We have no facilities to find out what our impact is and what the needs in the communities are. There are no statistics. But it would help us to work more efficiently.*

Further information:
www.kopienufondi.lv



 UKRAINE

Volodymyr Sheyhus and Oksana Ruda, Ednannia Initiative Centre to Support Social Action, Ukraine

For Ukraine, community foundations are a new model. Even though the first community foundation was established in 1998, only three more followed until 2009. For that reason, the Ednannia Initiative Centre to Support Social Action (ISAR) designed the "School for Community Foundations", which acts like a support organization, providing training and specific services for people who want to establish a community foundation in the country. Since its establishment in 2009, 30 new community foundation have been launched. Volodymyr Sheyhus (executive director) and Oksana Ruda (Community Foundation School director) are working very closely with community foundations at ISAR.

Why didn't community foundations develop well before 2009?

» *First of all, the communities were not ready for the new model. Secondly, when the resources of the community foundations stopped coming in, most of the foundations went belly-up. And last but not least, there was a lack of transparency. That is mainly what we teach in our Schooling programme: the work of community foundations has to be transparent. You have to write reports so that the community knows what you are doing and how you are spending your money. That way you gain people's trust. Our number one rule is to be open.*

Why is the model of community foundations important for Ukrainian society?

» *The idea of community has always been part of our society. But for a long time it was prohibited for people to unite. Today, communities have a range of problems. What community foundations are doing is to change the way people think. People have to learn to be self-responsible, to take actions for their community and not to wait for someone to fix their problems for them.*

You said that for some time, the communities were not ready for community foundations. What changed?

» *First of all: when there is one group that is getting started, more and more people get involved, because they see that something good is happening in their community and they want to be part of it. But it is definitely an important time for the Ukrainian society. They understand that no one will solve their problems if they don't do it themselves. Community foundations offer accessible, understandable methods of solving problems. Also, there are a lot of people who are doing pretty well and are interested in contributing something. They want positive changes on a local level. The community foundations serve this willingness and give people the opportunity to be engaged. There is a whole new level of understanding of community in the society.*

What are the main focusses of community work in Ukraine?

» *In cooperation with an institute for sociology, we identify the needs of each community, so that the foundations can work properly. There are various problems, like*

youth unemployment, social exclusion of elderly people, access to culture and internally displaced people. And we have a very special situation because of the war in the east of the country.

Can you describe how the war is affecting the work of community foundations?

» *Communities from regions all over Ukraine want to help solve the problems there. Community foundations have a unique role here. Instead of solving problems within their community, they also react and help other communities. Therefore the foundations are helping to provide help for other regions: donating clothes and money to people who are suffering from the war, providing psychological help to reintegrate those who have been fighting in the war.*

What are the challenges for community foundations in Ukraine?

» There has been an administrative reform in the country. Several villages and towns are being merged into larger communities. Community foundations are now trying to help unite people from different communi-

ties. The other challenge is the economic situation, which is not good at the moment. We are working on different methods to make foundations sustainable but it will remain difficult.

Further information:

<http://ednannia.ua/>

A Snapshot of support organizations for community foundations in Europe

By Burkhard Küstermann

The community foundation system has grown considerably in many European countries over the past 20 years. Having a national point of contact to which people who are interested can turn with their questions and support requests has proven beneficial for the development of this sector. In 2016 ECFI conducted a survey about the work of the support organizations to obtain an overview of the existing support organizations. Fifteen organizations participated in the survey. The results give a sense of the support infrastructure for community foundations in Europe.

This article is the short version of an already published article on support organizations for community foundations in Europe, which is available online: www.communityfoundations.eu > [Community Foundations in Europe](#) > [Knowledge Centre](#).

Organization of the support organizations

There is great diversity among national organizations which assist community foundations in their work. In some cases these take the form of associations of community foundations (e.g. the community foundation Movement in Latvia or UK Community Foundations). In other cases, community foundations receive advice from organizations that are specifically committed to supporting community foundations or, more generally, civic engagement. Sometimes multiple forms exist in one country.

The oldest national support organization is UK Community Foundations (UKCF), which was established in 1991. Most support organizations were established after the turn of the millennium. The organizations which have only been dedicated to the field of community foundations include, e.g., Lokale Fondsen in the Netherlands (2013) and the Roots and Wings Foundation in Hungary (2013).

The most frequent legal form of the support organizations is clearly that of an association (9 of 15 survey participants). This makes perfect sense, as associations are an expression of active collaboration among the members who joined ranks in them. However, only six of the nine participating associations fund themselves through membership fees. Of much greater significance for the funding of the support organizations is raising subsidies (12 of 15 organizations) and conducting programmes that have been solicited (8 of 15 organizations).

Due to their limited funds, the vast majority of support organizations have only one or two staff members who can devote their time to community foundations. With ten employees, UK Community Foundations is one of the large support organizations.

Specific work of support organizations

The primary work of the support organizations consists in their advisory activities. In addition to providing counselling on foundation initiatives, the main point is

assisting community foundations in their strategic development (9 of the 15 support organizations that responded) and resolving legal issues (7 of the 15 support organizations). As the community foundation movement evolves, the range of what is offered becomes more differentiated. The Centrum pre filantropiu (Slovakia), for instance, promotes 'giving circles', a special kind of fundraising. It also deserves special mention that over half of the support organizations (8 of 15 organizations) offer not only counselling services for the community foundations themselves but also for individuals who want to support the work of a community foundation (sponsors, benefactors and donors).

The networking of existing community foundations is a core activity of these organizations that is pursued through diverse means, ranging from peer learning events (Romania), workshops (Czech Republic), meetings of CF working groups (France), summer academies (Latvia) to annual meetings (Latvia, Czech Republic, Bulgaria) and national conferences (Romania).

Conducting programmes constitutes an important source of income for the vast majority of support organizations. In terms of content, this also reflects the development of the community foundation movement. If initially the main focus is on introducing the idea of community foundations to the public (e.g. in the Community Foundation Support Programme in Hungary), the second step concerns the qualification of the actors (e.g. Starterclass in the Netherlands). The further developed a community foundation is, the more specific are the programmes

provided by the support organizations: the Bulgaria Community Foundations Development Program for example combines provision of institutional development grants and technical assistance as well as training.

Six of the 15 organizations responding to the survey conduct surveys to document the development of the community foundation sector in their country (e.g. in Germany, the Netherlands and Romania).

Current challenges in the work of support organizations

The countries that are still in the earlier stages of development of CFS the development of a community foundation movement are faced with the challenge of promoting the idea, finding the CFs' place among other actors of the local development (corporations, local authorities, associations), initiating CFs and raising the initial capital (e.g. France, Hungary, Netherlands, Spain). In those countries with a longer history of community foundations (Bulgaria, Czech Republic, UK and Latvia), some of the challenges mentioned were further professionalizing the work of CFs and helping them build sustainability.

Community foundations want to help shape the local community. Therefore the support organizations also identified those challenges which concern the content-related work of the foundations.

- To begin with, community foundations must listen in order to ascertain the local needs (Lokale Fondsen Nederland, for instance).

- This insight makes it possible to deal with urgent issues which raise public debate (see, e.g., the Workshop for Civic Initiatives Foundation in Bulgaria).
- The community foundation develops philanthropy advice/expertise, impact assessment and demonstrates impact on the basis of its project work (the UK Community Foundation, for instance).
- Good content-specific work enables the community foundations to generate trust and awareness of community foundations (e.g. A.K.N. – občanske sdruzeni in the Czech Republic).
- At the same time this protects community foundations from becoming inactive organizations or 'dormant funds' (Lokale Fondsen Nederland, for example).

Conclusion

The support organizations for community foundations are quite diverse, both in terms of the way in which they are organized and their financial resources and content-related work. If the work of the support organizations in the different countries is to receive the assistance of the European Community Foundation Initiative (ECFI) in order to strengthen the European community foundation overall, the following three points appear to be critical cornerstones for the work of ECFI:

- Identity requires a joint own concept of the term "community foundation". "Shaping the local community" is the unifying aspect across national borders.
- The idea of the community foundation movement and the development of community foundations are especially

strengthened when they are connected in a network. Therefore we should welcome the fact that ECFI has set itself the task of promoting dialogue across national borders in Europe.

- If support organizations get their funds mainly from their programme work, we should give some thought to the degree to which a higher-level European organization could open the door to programmes at a European level.

On the author:

Burkhard Küstermann is a professor of social law at the Brandenburg University of Technology Cottbus-Senftenberg and works as an independent consultant to community foundations across Europe. From 2013–2014 Küstermann was deputy general secretary of the Association of German Foundations. His work there began in 2005, and he was project manager of the Community Foundation Initiative in Germany between 2008 and 2014.

Surviving winter with the help of community foundations



Imagine a beautiful winter landscape in the south of England. The lovely nature covered in snow, looking peaceful and poetic from where you sit – in your cosy sofa, snuggled down in your fluffy blanket, drinking tea next to the heater which is providing your house with pleasant warmth. Dreamy, isn't it? Now imagine the same situation, only without your fluffy blanket and also without the heater. It's still cold outside – as it is in your house, the frosty air crippling your body, making it hard to breathe. This is not exactly the scenario we're longing for. Yet it is reality for a lot of people every winter. They don't have enough money to heat their homes, turning the coldest months of the year into a struggle for health and life. In the region of Somerset in the United Kingdom, on average 330 people die due to the cold each winter. One in eight households lives in fuel poverty, the majority are elderly people.

"Most people are shocked when they hear these numbers", says Justin Sargent, the chief executive of the Somerset Community Foundation. "It is a hidden need. In our rural county, many people live in old stone cottages which leak heat. And not everyone has access to the cheapest sources of fuel."

This problem was brought to the foundation's attention by one of the donors in 2010. He came up to the community foundation to offer his Winter Fuel Payment, a payment of 150 to 300 British pounds which every pensioner in the UK receives from the government in wintertime. He wanted to help local pensioners struggling with the cost of staying warm and healthy. At first the community foundation didn't

know how to meet this wish. "How would we identify the people who needed the money the most?" Justin Sargent remembers their first concerns. "We realized that this had to become a bigger campaign."

Said and done. In only a short period of time, about 50 people were willing to give away their Winter Fuel Payment. As of now, there are even more than 300 donors have been found for the "Surviving Winter" campaign. With the help of partner organizations, the community foundation identifies the people in need. "Middle sized organizations already have a trustful relationship with a lot of elderly people in the region", explains Justin Sargent, "that is very important, because taking money from a stranger is something most people wouldn't do." With the help of partner organizations, Somerset Community Foundation is able to cover the whole region, not only providing grants but caring about other needs as well.

"A lot of people are not only poor but also sick or lonely. So our partner organizations may for example take them out for a community lunch so they get to meet other people."

Last winter, the Somerset Community Foundation provided 390 vital grants to pensioner households. But for Justin Sargent, the goal is still not accomplished. "Our help needs to be sustainable. If we had more money, instead of providing those people with fuel year after year, we could help them to insulate their houses so the costs for heating wouldn't be as high anymore." The experience of the Somerset Community Foundation shows that many

pensioners would love to donate their Winter Fuel Payment because they don't really need it. But it is hard work for the foundation to reach all of them. They're hoping for some help from the government:

"If donating the payment were already suggested in the information letter you receive by the government, we're sure a lot more people would give the money to people in need."

Until then, they are dependent on other factors. Snow is one of them.

"It is grotesque because of course snow often worsens the situation of people who can't afford to heat their home. At the same time, if there is snow before Christmas, the number of donations increases."

It seems like in Somerset there are a lot of people who are actually living the dreamy life described in the beginning of this article. But they also think of those who are in need and donate to the campaign because they are willing to make life in their community better. In the end, that is what community foundations are all about.



The story is based on an interview with Justin Sargent, chief executive, Somerset Community Foundation (United Kingdom).

Further information:
www.somersetcf.org.uk/winter

**Jackie Harrison,
Community Foundation for Ireland**

The Community Foundation for Ireland was established in 2000, with the intention of helping to grow a philanthropic ethos within Ireland, but also building an enduring fund to support charitable causes and communities in Ireland and overseas. Still being the one and only community foundation for the whole Republic of Ireland, the staff has been working with over 3,000 non-profit organizations at a national, regional and local level. Jackie Harrison is head of development at The Community Foundation for Ireland.



IRELAND

What was your best experience working for The Community Foundation?

» *There are plenty. But one example is last year's motto, "Year of belonging". We focussed on the question "What does it mean to belong to a community?" For that, we went back to doing small grants by organizing festivals, street parties and gatherings. By seeing how people got engaged we realized: sometimes things that are small can still have a big impact.*

What are the most important characteristics of the work of The Community Foundation for Ireland?

» *First of all: our work is long-term. There have been a number of high-profile philanthropic organizations in Ireland, but after some time, they stopped their work. We are building strong, sustainable organizations. The second characteristic is that we see ourselves as an intermediary between communities and donors. And the third: we are working with professional advisors. That is very important to us.*

What role does The Community Foundation play in Ireland?

» *The Community Foundation brings leadership to certain problems in the Republic of Ireland.*

What are the biggest challenges for The Community Foundation?

» *The biggest challenge is to encourage larger-scale giving. Now that the dust of the recession is settling, we have to reach out to the individuals who have done well in the past years. The challenge is: Irish people are very private about giving, so we have to find a way to encourage families by taking that into account. Philanthropy has to become part of giving. The second challenge is to reach out to communities all over the country. We have to be careful to not being Dublin centric.*

What are your aims for the future of The Community Foundation?

» *In the next ten years, we want to extend our fund to 100 million euros. That would enable us to play a bigger role.*

Further information:
www.foundation.ie

Reflections on the community foundation movement in Europe

By Atallah Kuttab

I would like to clarify first that in my mind, community philanthropy and for that matter community foundations are the blend of various discourses and practices from around the world with their distinctive characteristics embedded in local cultures. It is definitely not the old understanding of the word of one kind of community foundation that originated in the USA and applied globally. For that reason I prefer to use the term community philanthropy, which can sometimes take the institutional form of community foundation. Looking across Europe, community foundations (CFs) come in different forms as the concept evolved from the US model.

We all come from rich cultures of giving, encouraged by our faiths and traditions in the form of compassion and solidarity.

My work has allowed me to visit countries and look at philanthropy (formal and informal) in many countries on almost all continents. The strong traditions of giving span several hundreds, if not thousands, of years. Governments, considering the welfare of their citizens as their sole responsibility, often disrupted this by taking control of philanthropic resources, including endowments, lands and property. The disruption happened at different times (examples from Europe: the French Revolution and the Bolshevik revolution) during which the expropriation of philanthropy resources (directly or indirectly) voided them of their original noble meaning.

The last 25–30 years have witnessed a renewal and surge in philanthropic organizations of various kinds. While this renewal shows many similarities across different countries, there are also many differences, and it is this diversity that makes the philanthropy of today so rich.

There are various trends of philanthropic models that are gaining prominence around the world. For example, in parts of Africa, the concept of “Ubuntu” is considered a key value in traditional African culture. It means “I am who I am because of who you are.” “Ubuntu” as a form of giving and self-help continues to prevail. Linked to this is the better understanding of community philanthropy and horizontal philanthropy, meaning people of equal means (not rich) helping each other and together helping their community. In many cases this has always existed, but it was neither seen nor acknowledged. We failed to recognize these philanthropic practices, because we were fixated on specific institutional models and dismissed others. Now we have started to acknowledge their existence, to understand and build on them. By capitalizing on their relevance and local context we make these models more resilient and not susceptible to mood swings of big donors. However, one needs to acknowledge that the development of these local discourses is not linear but can experience quick progress sometimes and setbacks at others depending on economic, social and political conditions.

Similarly, the development of CFs in Central and Eastern Europe, including previous East Germany (CEE), is an indicator of how the various countries are coping with the challenges of transformation and modernity. The totalitarian regimes in Eastern Europe including East Germany, eroded the concept of shared values of mutuality, solidarity and effort for the common good, and created scepticism about whether private initiative for public good is possible.

The movement of the CF contributes significantly to the renewal of communities, building trust and a sense of community and enabling people to contribute time and ideas for solving local problems.

The major tasks of all CFs are to encourage all forms of giving for communities to be able to respond to their own needs. This will contribute to shift the power back to communities instead of relying on top-down approaches and resources from external donors.

An interesting example of development is a trend that will have implications on our sector, and that I think is positive and enriching. This concerns the blurred boundaries between the profit and the not-for-profit sectors in the form of what we hear as "social businesses" (many other names are used). This will significantly increase the funds for dealing with societal ills. However, we need to make sure that these "social businesses" do

what they claim and ensure that the bottom line is about more than just money. This cannot be done by dismissing them, but by engaging with them.

We are going through a phase where a wealth of diverse models of philanthropy and social investment are being developed around the globe; models that are connected and, I dare say, globalized. However, our globalization, unlike the economic one, is not causing increased inequality and injustice, focusing only on money. Of course, we depend on resources to implement our programmes, but we practice values and that makes our globalization effort more viable and gives us the credibility and capability to deal with inequalities in our societies.

Also, we are witnessing the closing of space for civil society and especially NGOs that deal with edgy issues. In many countries this is aggravated by the trend of philanthropists and philanthropy institutions increasingly implementing their programmes directly rather through NGOs. This shift prevents NGOs from attracting local funds and creates dependency on foreign funding, which in many cases is blocked by governments. The NGO sector is under unprecedented pressure and in need to redefine itself. Once reliable large donors no longer provide the needed funds or many new entrants to our sector bypass the NGO sector by advocating direct implementation. NGOs are seen as conduits of outside funds that should leverage the philanthropist's funds rather than being recipients of those funds.

Future thinking

With new alliances, new players, a large diversity of approaches, social businesses challenging the single bottom line, all the richness in cross-learning and mutual support, our community foundations sector has the potential to play a key role in assuring a just society.

The key tasks moving forward include drafting new social contracts in our societies and institutionalizing the new approaches to doing business, to protect the poor and ensure equity in our societies.

For that to happen:

- We need new thinking predicated on empowerment, encouraging local communities to build on their assets and further develop their existing models of solidarity rather than imposing solutions on them.
- We need more integrated solutions that get to the root of the problems.
- We need new models of leadership based on a systemic approach to innovation, rather than a conservative approach to stewardship.
- We need to capitalize on the new kinds of collaboration and partnership to ensure everyone plays the most effective role they can to achieve the greatest possible impact.

- We need to be able to leverage all available tools to create public will and real activism on a global scale.

ECFI can act as an organizer, for example of study visits for cross-learning, so that community foundations may learn from each other's successes and failures. Our reputation is not based on what we do ourselves on an individual basis, but instead on how much we can get done together through collaborations, partnerships and by forging alliances. As a participant in one of the study visits puts it, "The latest experience with global issues like the refugees crisis shows the importance of having a flexible network that can share news, information and useful contacts to be able to act ourselves or better support our partners dealing with these issues". It is important to include in these collaborations the various community philanthropy efforts that might not be formalized.

CFs are a subset of community philanthropy that plays a more prominent role in many countries around the world. Volunteerism, which manifested itself strongly in the various study visits reports, is an important form of community philanthropy. Such a wider perspective of community philanthropy provides the basis for shifting the power back to people and communities to avoid top-down approaches and ensure sustained improvement in the lives of people.

On the author:

Dr Atallah Kuttab is the chairman and founder of SAANED for Philanthropy Advisory in the Arab region based in Jordan. He has extensive development experience in Africa, Asia and Europe in addition to the Arab region. He is a founding member of Arab Human Rights Fund, founding member of the Arab Foundations Forum and since October 2015 chairman of the executive committee of the Arab Reform Initiative. He is also a member of the editorial board of *Alliance* magazine and a founding board member of the Worldwide Initiatives for Grantmaker Support (WINGS). From January 2013 to December 2015 he was chairman of the board of WINGS, and since January 2016 chairman emeritus of WINGS.




POLAND

Pawel Łukasiak,
Academy for the Development of Philanthropy, Poland

The Academy for the Development of Philanthropy in Poland supports community foundations financially and strategically. Currently it focusses on building a network, the Community Foundations Maturity Programme, where community foundations not only from Poland but also from Slovakia, the Czech Republic and Hungary are supported. Pawel Łukasiak is the president of the Academy for the Development of Philanthropy in Poland. He has been in this position for almost 20 years.

What are the key characteristics of community foundations in Poland?

» *They stimulate civic activity of local communities. In Poland, the most effective community foundations operate in small municipalities. They convey values to the communities such as social solidarity, local development and education.*

What impact does the work of community foundations have in Poland?

» *The Academy actually supports two non-governmental networks: the Community Foundation Network and the Act Locally Centre Network. Act Locally Centre play the same role and offer similar projects to local communities, but they have not started to build capital endowments. Both networks constitute an infrastructure of support for local initiatives. To date they have supported almost 9,000 local initiatives.*

What do you think will the challenges for Community Foundations in Poland be in the future?

» *First of all, I think that it's very important, for Polish as well as for community foundations operating in any country, to act for their local communities, but also to become involved in actions aimed at solving global challenges, such as: limiting social exclusion, promoting civil society or supporting migrants. Of course, community foundations should engage more people in community life and search for ideas for social campaigns, ways of promoting social inclusion and increasing awareness of the need for social entrepreneurship. They should promote philanthropic attitudes and the idea of democracy at the local level.*

But we have to realize that the integration of migrants is one of the most urgent problems European countries are facing today. Community foundations should develop projects focused on integration and, which is more important, engage migrants in local activities which facilitate and smooth the acclimatization process for immigrants and enhance our knowledge and acceptance of diversity.

Further information:
www.filantropia.org.pl

Success stories needed


 ROMANIA

"I believe that people have the power to change the lives of others and the communities they live in for the better." Simona Serban is proud of the Cluj Community Foundation, the oldest Community Foundation in Romania. As executive director she has been working on developing a spirit of involvement in the region of Cluj since the foundation's establishment in 2008. "We bring people together for more active, creative and caring communities", she says, "we have a key role in building a base for local philanthropy in a post-communist society."

Working at the Cluj Community Foundation gives Simona Serban the chance to do what she loves: "Helping people to help others." With her team she has already supported more than 300 projects, many of them encouraging groups which are disadvantaged by society and politics. One of them is "Mother and baby", a project taking care of some of the most neglected people in Romania: the young mothers and children of the community of Pata Rat Rubbish Dump. By providing basic information and products to the women who have to raise their children under very poor circumstances, the social workers help to improve both the health of the babies and the knowledge and confidence of the mothers. Proper nutrition and hygiene as well as the training of emotional, educational and social needs of babies are the keys to a consistent impact of the work. "Sometimes even being able to bathing their baby can change a lot for the young mothers. Small things make a huge difference."

Programmes like this couldn't be realized without the work of Simona Serban and her team. To support the "Mother and baby" project, the Cluj Community Foundation organized a big funding event: the Donor Circle. By bringing together donors with money and people who wanted to carry out a social project, the Cluj Community Foundation raised more than 9,000 lei (approx. 2,000 euros) in one day. The Donor Circle is a solid and successful institution at the Cluj Community Foundation. So is the Cluj Swimathon – a sport event linked to collecting donations for community projects. Simona Serban is thrilled about these fundraising events: "The energy is unique. Seeing people getting engaged is the best part of my job." And the message in Cluj is clear: even if you seem to be alone with your idea at first – there are always people who are going to support you. Learning this is important, since being engaged in community work hasn't always been natural and voluntary in Romania.

"People are now finding out that it can actually be fun to work for the good cause. For this, success stories are needed – and that is something we as a foundation are working on."

The story is based on an interview with Simona Serban, executive director, Cluj Community Foundation (Romania).

Further information:
www.fundatiacomunitaracluj.ro



**Tamás Scsaurszki,
Roots and Wings Foundation, Hungary**

Tamás Scsaurszki is a trustee at the Roots and Wings Foundation of Hungary, which supports the development of community foundations. Tamás has a special connection to community foundations: in 2008, he and some colleagues decided to establish the first community foundation of Hungary in the 9th district of Budapest where he had been living for ten years by then: Community Foundation Ferencváros. The establishment was successful and a role model for three other community foundations in the country.



HUNGARY

Why did the 9th district of Budapest need a community foundation?

» *In my district there were no funds for local civic initiatives. But at the same time my friends and I noticed that there were a lot of people and local companies who were open to give to the local community. We saw the willingness and love to improve the community – the perfect ingredients for a community foundation.*

What is special about the first community foundation of Hungary?

» *We have a really diverse and active board. The members have different social and financial backgrounds. What they have in common is that they love their community. That is why they put their personal resources like time, funds and social networks into the work – and they even give their own personal credibility. Community foundations in Hungary are very locally rooted. People love their community, they care about it and they don't want the organization to be anything else but a local community organization.*

What role do community foundations play in Hungary?

» *The leadership role is very important. They provide a good example of how diverse people can work together for the better. Also, community foundations build trust in the community, for example between donors and grantees. They prove that everybody can be a change-maker.*

What are the challenges for community foundations in Hungary?

» *First of all, there is a strong anti-NGO rhetoric by the government. Politicians are questioning the credibility and usefulness of non-governmental organizations. There is even a law that would basically stigmatize non-governmental organizations that receive funding from abroad. The second challenge is that the last years haven't exactly been the best times in terms of economic growth for Hungary. And thirdly, the social differences have really grown. All in all, community foundations have to fight for credibility. Luckily, the four existing ones are very successful and show how committed communities are.*

What do you like about working with community foundations?

» *Before we established the community foundation of the 9th district, I had been living there for ten years, but I didn't really know the community. It is because of the foundation that I met people and connected. After such a long time I finally really put down my roots. It was an unexpected result, but a very, very sweet one. I would have really regretted if I hadn't built the foundation. Community work is basically a group of people who create something from nothing. That something emerges from your work is what I love most – also at the national level.*

Further information:
www.kozosalapon.hu

**Danko Nikolic,
Western Balkan Community Foundation Initiative**

Danko Nikolic works as executive director for the Zaječar Initiative in Serbia. Currently, he is creating an umbrella organization of community foundations in the Balkans, the Western Balkan Community Foundation Initiative. In May 2017, community foundations and support organizations of Croatia, Serbia and Bosnia joined the initiative.



SERBIA



Mr Nikolic, why do the Balkans need an umbrella organization?

» *In the Balkans, community foundations are in a very early stage. There is not much know-how yet, no kind of infrastructure. We wanted to create a platform where community foundations in the early stages have access to the existing knowledge and can connect with different stakeholders.*

What are the challenges for community foundations in the Balkans?

» *Community foundations here are struggling to find local resources. Even older community foundations are dependent on foreign donors. There is a gap between the ways funds are used and the real needs of communities. We believe that a local approach is the only valid approach – only the communities know their real needs. So what we need to do is to find new ways of securing funds for the communities.*

What other goals are you pursuing with the new initiative?

» *We want to provide space where community foundations can experiment and bring different community structures together. We provide opportunities to work together in the community. That is important because the community foundations are able to develop social capital, they build trust in the communities. The work of community foundations is precious.*

What are your wishes for the future of community foundations in the Balkans?

» *First, I hope that the percentage of locally raised resources will grow. Of course I also hope that more people will be ready to start new community foundations. At the same time I hope that the level of trust will grow and more people are ready to engage in community work.*



Further information:
www.zainicijativa.org

National contact points

Many European countries have organizations which assist community foundations in their work. These support organizations differ somewhat in their focus. Roughly speaking there are three types:

- Organizations whose mission is strictly focused on **community foundations**.
- Organizations whose task is to help shape **civic engagement** in all its diversity and which regard the community foundations as one of several forms of civic engagement.

- Umbrella organizations for **all forms of donating** that wish to support the community foundations as a special branch of the donation system.

Where countries do not have a support organization, some existing community foundations provide assistance to other communities interested in the approach.

The following overview is an incomplete listing of all organizations which support community foundations in a national and international context.

BELGIUM

- King Baudouin-Foundation | **civic engagement**
www.kbs-frb.be

BOSNIA AND HERZEGOVINA

- Tuzla Community Foundation | **community foundations**
www.fondacijatz.org

BULGARIA

- Association of Community Foundations in Bulgaria | **community foundations**
www.acfb-bg.org
- Workshop for Civil Initiatives Foundation | **civic engagement**
www.wcif-bg.org

CROATIA

- Community Foundation Slagalica | **community foundations**
www.zaklada-slagalica.hr/en/

CZECH REPUBLIC

- Czech Association of Community Foundations | [community foundations](#)
www.akncr.cz

FRANCE

- French Foundations Centre | [all forms of donating](#)
www.akncr.cz
- Fondation de France | [all forms of donating](#)
www.fondationdefrance.org

GERMANY

- Community Foundation Initiative | [community foundations](#)
www.buergerstiftungen.org
- Active Citizenship | [civic engagement](#)
www.aktive-buergerschaft.de

HUNGARY

- Roots and Wings Foundation | [community foundations](#)
www.kozosalapon.hu
- Hungarian Donors Forum | [civic engagement](#)
www.donorsforum.hu

IRELAND

- Philanthropy Ireland | [civic engagement](#)
www.philanthropy.ie

ITALY

- Assifero | [all forms of donating](#)
www.assifero.org

LATVIA

- Community Foundation Movement in Latvia | [community foundations](#)
www.kopienufondi.lv

MACEDONIA

- Local Community Development Foundation – Stip | [civic engagement](#)
<http://frlz.org.mk/en/>
- Konekt Association – Skopje | [all forms of donating](#)
www.konekt.org.mk

NETHERLANDS

- Lokale Fondsen Nederland | [community foundations](#)
www.lokalefondsen.nl
- Samenwerkende Brancheorganisaties filantropie | [all forms of donating](#)
www.sbf-filantropie.nl

POLAND

- Academy for the Development of Philanthropy | [civic engagement](#)
www.filantropia.org.pl
- Federation of Polish Community Foundations | [community foundations](#)
www.ffl.org.pl/en
- Polish Donors Forum | [civic engagement](#)
www.forumdarczyncow.pl

PORTUGAL

- Portuguese Foundation Centre | [all forms of donating](#)
www.cpf.org.pt

ROMANIA

- Romanian Federation of Community Foundations | [community foundations](#)
www.ffcr.ro
- Association for Community Relations | [civic engagement](#)
www.arcromania.ro

RUSSIA

- Charities Aid Foundation | [all forms of donating](#)
www.ihrfg.org/funder-directory/charities-aid-foundation-russia
- Russia Donors Forum | [all forms of donating](#)
www.donorsforum.ru

SERBIA

- Zaječar Initiative (Western Balkan Community Foundation Initiative) | [community foundations](#)
www.zainicijativa.org
- Trag Foundation | [civic engagement](#)
www.tragfondacija.org

SLOVAKIA

- Association of Slovak Community Foundations | [community foundations](#)
www.asociaciakns.sk
- Centrum pre filantropiu | [civic engagement](#)
www.cpf.sk

SPAIN

- Asociación Española de Fundaciones | [all forms of donating](#)
www.fundaciones.org
- Fundación Maimona | [civic engagement](#)
www.maimona.org

TURKEY

- Third Sector Foundation of Turkey | [all forms of donating](#)
www.tusev.org.tr

UKRAINE

- The Initiative Centre to Support Social Action "Ednannia" | [civic engagement](#)
www.ednannia.ua
- Ukrainian Philanthropists Forum | [civic engagement](#)
www.ufb.org.ua

UNITED KINGDOM

- UK Community Foundation | [community foundations](#)
www.ukcommunityfoundations.org

International contact points

GLOBAL FUND FOR COMMUNITY FOUNDATIONS

The Global Fund for Community Foundations (GFCF) is a grassroots grantmaker working to promote and support institutions of community philanthropy around the world.

www.globalfundcommunityfoundations.org

WORLDWIDE INITIATIVES FOR GRANTMAKER SUPPORT

The Worldwide Initiatives for Grantmaker Support (WINGS) is a network of almost 100 philanthropy associations and support organizations in 38 countries around the world.

www.wingsweb.org

DONORS AND FOUNDATIONS NETWORKS IN EUROPE

The Donors and Foundation Network in Europe (DAFNE) is an informal network gathering donors and foundations associations in Europe with the aim of providing a platform to share knowledge and learn from best practices.

www.dafne-online.eu

EUROPEAN FOUNDATION CENTRE

The EFC is the platform for institutional philanthropy with more than 200 members. The EFC has two core objectives: first, to be the voice of institutional philanthropy in Europe. Second, EFC serves as a centre of sector knowledge and exchange, to help increase information on and the impact of the members' activities.

www.efc.be

About ECFI

The European Community Foundation Initiative (ECFI) is a network housed at the Association of German Foundations in Berlin. Our partners (UK Community Foundations, Initiative Bürgerstiftungen, Centrum pre filantropiu in Slovakia) work throughout Europe.

OUR VISION.

Our vision is a vibrant community foundation movement contributing significantly to citizens' engagement in local philanthropy and civil society in Europe.

OUR MISSION.

Our mission is to promote, develop and strengthen the community foundation movement in Europe.

OUR BELIEFS.

We believe in community foundations as a vibrant form of civil self-organization. As foundations created for citizens by citizens, they are evidence of a strong and engaged civil society, contributing significantly to the local resolution of important social issues. Their capital endowment contributes to the sustainability of efforts on a local level. Infrastructural support is well-suited to promote the quantitative and qualitative development of community foundations as demonstrated by national organizations (e.g. UK Community Foundations in the United Kingdom or the Community Foundation Initiative in Germany).

OUR STRATEGIC PRIORITIES.

- We strengthen community foundations associations and support organizations in Europe and their local community foundations by providing and stimulating networking and peer learning opportunities.

- We listen to the needs and challenges of community foundations and provide a platform for exchange, development of relationships and stimulate collaboration on pressing common issues.
- We build and share knowledge on community foundations in Europe in cooperation with field researchers and partners.
- We amplify the voice of community foundation movement in European space and collaborate with partners on issues based advocacy.
- We leverage additional financial and other forms of support.

OUR OFFERS.

- In collaboration with associations and support organizations we map the field of more than 600 community foundations in Europe. This data collection provides additional information about needs and challenges in the different European countries.
- We offer a cross-border peer learning program which addresses the needs of leading individuals in the field of community foundations in Europe. Our written reports synthesizing local results provide a useful tool that is made available to anyone interested in community foundations.
- We organize a European conference for community foundations every two years.

Join our network:

info@communityfoundations.eu

For more information:

www.communityfoundations.eu

Why we support ECFI

Charles Stuart Mott Foundation

The Mott Foundation has a long and proud history of supporting community foundations around the world. Time and time again, our experience has shown that these institutions can be a powerful tool in helping their communities unlock local resources – time, money, energy, ideas – for the common good.

People from all walks of life are attracted to the concept of community foundations and feel that their contribution, no matter how large or small, is always welcome.

The commitment of community foundation activists to creating local philanthropic institutions for the long-run and building their permanent assets over time, sets community foundations apart from other local nonprofit organizations and initiatives.

We are excited to be one of the early supporters of the European Community Foundation Initiative (ECFI) and witness relationships between national community foundation movements in Europe strengthen and become more productive. We believe ECFI is poised to be the engine of the future development and expansion of the European community foundation field.

*Vera Dakova,
Charles Stewart Mott Foundation*

Robert Bosch Stiftung

Community foundations are an important element of an active civil society. They allow citizens to promote the common welfare in their immediate environment and at the same time generate the necessary resources needed to achieve this. Thanks to their great degree of financial autonomy and their self-organization, they can act independently and focus on local needs.

We need such examples of being guided by the common welfare and of local solidarity in Europe so we can form an active civil society, especially in places where the civil society has to battle constraints.

The dialogue with likeminded people from other countries strengthens this engagement and allows community foundations – which naturally have a local focus – to broaden their horizons and keep growing thanks to outside impulses.

This is why we support ECFI.

*Atje Drexler,
Robert Bosch Stiftung*

Körber-Stiftung

The Körber-Stiftung appreciates community foundations as an enriching element of the foundation landscape and of civil society as a whole: community foundations are sustained by committed citizens – while at the same time serving as important contact points for strengthening local civic engagement.

It is our wish that the idea of community foundations, which is so effective, becomes much more established in Europe than it already is and believe that the European Community Foundation Initiative helps this process along.

With its programmes it not only helps improve the dialogue among the European community foundations and contributes to their formation as a joint movement, it also generates a basis of experience where the idea of a European civil society can grow.

*Karin Haist,
Körber-Stiftung*


Lipoid Stiftung

The Lipoid Stiftung mostly supports projects of social and not-for-profit organizations and institutions for sick and handicapped children and adolescents throughout the world. Supporting the European Community Foundation Initiative is a novel project for us with which we want to achieve greater leverage and sustainability.

The people who are engaged in community foundations are motivated citizens who are committed to improving local living conditions.

In our opinion the European Community Foundation Initiative is a valuable and effective project for providing the opportunity to exchange knowledge and experience which are required to strengthen the community foundations especially in their engagement in social projects, specifically child and youth welfare services.

*Birgit Rebmann,
Lipoid Stiftung*



We are grateful for support from the Charles Stewart Mott Foundation, the Robert Bosch Stiftung, the Körber-Stiftung and the Lipoid Stiftung.



Robert Bosch **Stiftung**



LipoidStiftung