



EUROPEAN
COMMUNITY
FOUNDATION
INITIATIVE



A GUIDE TO COMMUNITY
FOUNDATIONS IN ITALY

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Dear community foundation members,

It is an honour for Assifero to present this guide to community foundations in Italy. The community philanthropy movement is growing rapidly all over the world. In Italy, the establishment of community foundations began in 1999 with foundations in Lecco and Como. There are now 37 registered Italian community foundations (based on the atlas of the Global Fund for Community Foundations). More than 30 of them are fully operational and at least two new ones are in the process of being established. Different in terms of origin, size, vision, methodology and operations, and deeply rooted in the fabric of a given community, Italian community foundations represent different forms of community philanthropy. But they are always platforms that provide a bridge between local institutions and third-sector organizations in order to deal, at the local level, with the complex, social, economic and cultural challenges that characterize today's world.

Though still little known by the general public or fully recognized as strategic partners for human and sustainable development, community foundations today are key stakeholders in Italian institutional philanthropy.

Assifero, as the national association of all 'foundations of non-banking origin' and philanthropic institutions, has always devoted a great deal of attention to community foundations, promoting their interaction, information and knowledge exchange, trusting, partnership-based relationships and the development of individual and collective capacity.

In collaboration with ECFI, it has promoted this publication in order to increase the visibility and strengthen the national network of community philanthropy organizations. In collaboration with Acri, the Association of Italian Banking Foundations and Savings Banks, Assifero also recently organized the first Italian conference on community foundations. Held on 24 November 2017 in a venue of the Italian Senate in Rome, the conference examined the current major social relevance of community foundations in Italy.

The English version of this publication, which was published in Italian with the financial support of the Compagnia di San Paolo, appears as part of a series of European country guides supported by ECFI.

This publication is an example of the participation and engagement of many key actors and stakeholders who contribute their time and commitment to expanding and strengthening the community philanthropy movement in Italy. This work would have been impossible without multiple hands, contributions and testimonies of many different authors and of ECFI, for which we extend our sincere thanks.

For organizations which, due to their local beneficiaries, local donors, local assets, local social capital and local staff, often function in autarchic isolation, this guide represents both the result of an important process of sharing and promotion and the beginning of a more informed, connected and effective ecosystem at a national level.

To borrow a metaphor used by a Canadian colleague, the day Assifero stops being a music school with exceptional instrumentalists scattered around Italy and becomes a high-level orchestra able to contribute to a common vision and agenda and to the construction of a philanthropic ecosystem that is effective in addressing the great social, cultural and economic challenges today's world faces, Assifero's mission will be achieved.

Contributing to this process, even in a small way, is already a privilege for Assifero and for each of us.

With kind regards,

Carola Carazzone
Secretary General, Assifero

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WHAT IS A COMMUNITY FOUNDATION? Reflections from the Italian context

Introduction

Carola Carazzone, Assifero

The modern fruit of a millenia-long tradition of giving and solidarity in communities all over the world, community foundations were created in the USA in the early 20th century in order to separate the management of funds in trusts from the uses of the income produced by the trusts. The first community foundations in the USA drew upon permanently endowed funds established by wealthy people as a way to 'give back' to their community after their death.

The original American model of community foundations was the result of their 'variance power', which allows them to make use of income generated by an endowment according to the needs of the community even if these diverge from the purpose stipulated in the donor's will. The board of a community foundation may decide how to spend its money without having to ask the court's permission every time, something that is required of an ordinary private foundation without a living donor.

This model of a community foundation based on fund management, endowment growth, the redistribution of revenues to the community in the form of grants and on raising additional funds for immediate uses is just one of the many possible models of community foundations and community philanthropy.

The number of community foundations has increased 75% in the last 25 years and they are different in origin, background and mission. Community philanthropy is by nature a highly context-specific field. Thus,

there is no single paradigm, no 'one size fits all'. This pluralism is a richness.

Community foundations or community philanthropy organizations (the term we prefer in order to underline the pluralism that characterizes this sector) are local – local people, local assets, local donors, local agencies, local capacities, local trust. The community may be as small as a neighbourhood, as broad as a region or even national. It may refer to a geographical territory or be a fluid term that is applied to a specific group of the population (e.g. women).

Although most community philanthropy organizations have endowments, their size can vary from the nine-billion-dollar endowment of the Silicon Valley Community Foundation to no perpetual endowment, but with different kinds of assets. Having said this, community philanthropy organizations do have certain common and distinctive features that help us to define the field in an inclusive and dynamic way.

» *They are locally owned and locally managed and are independent, multi-stakeholder organizations that are not owned by any one person or entity. Established to last, they are able to take a long-term view, building social capital, trust, assets and capacities in the community, with the community and for the community.*

Some further reflections on the state and future of community foundations in Italy are presented in the next pages.



Community as capital

Giorgio Righetti, Acri

Italian community foundations have adopted diverse models, which they have adapted to suit the local contexts of the communities they serve and the vision of the institutions that contributed to their establishment. This diversity of models has motivated a debate – at times a bit sterile – on the ‘ideal’ type of community foundation and the heterodoxy of some foundation models, to the point of arriving at ‘purist’ declarations that, paradoxically, contradict the concept of community foundations, which is by nature inclusive.

In our view, this discussion originates in different perceptions of priorities or causalities embodied in the term ‘community foundation’. If emphasis is placed on ‘foundation’, that is to say, on the juridical nature of the subject and its distinctive characteristics, the qualifying elements that prevail will be those related to its economic assets. If, however, emphasis is placed on ‘community’, then the distinctive characteristics will be more linked to a set of less tangible elements that are relational, values-based and involving the generation of trust. In the former case, a community foundation is seen as a ‘philanthropic intermediary’, an organization stimulating the generosity of the community in order to collect economic resources through fundraising activities and then distributing them (generally through a call for proposals) across the territory.

Depending on the mission and role that the community foundation envisions for itself,

there may be differently organized models, all of which are legitimate and work to achieve the foundation’s mission.

Nonetheless, in our view, a foundation that does not draw out the intangible assets within the community through listening, participating, engagement and activation risks becoming one of the many development agencies that merit attention but is unable to make a difference. This is because a community foundation’s true capital is the community.

Philanthropic brokers

Marta Petenzi, Fondazione della Comunità di Monza e Brianza Onlus

Donation and protagonism: these are keywords that have characterized the development of community foundations in Northern Italy from the start. Community foundations were born and promoted by the Cariplo Foundation, a foundation of banking origin that had the idea and foresight to introduce and adapt an innovative model from the US to an Italian context.

As with all processes, the focus of attention and priorities evolve and develop over time. A key principle nevertheless remains: the community foundation is an ‘intermediary of solidarity as well as a philanthropic broker’.

A community foundation is capable of gathering resources, creating bridges between different actors with the goal of caring for the community and passing



on an endowment to future generations, whether in financial form or in terms of relationships, that help create a good quality of life locally. The foundation promotes alliances between donors and non-profit organizations to maximize the impact and results of actions undertaken within the community.

A community foundation is an asset that belongs to the community, offering anyone – including individual citizens, companies, informal groups and institutions – the opportunity to be philanthropic and do good together. Moreover, through a community foundation, anyone can contribute to the territory in which s/he was born, has lived or moved to. In this way, donors help those closest to them and are able to see the impact of their giving.

The philanthropic broker role may be implemented from different positions and involve different approaches to a community's life. Even in Italy, a relatively small country, it is not possible to find a single model of community philanthropy.

Still, several fundamental components and strategies permit community foundations to carry out a role as philanthropic broker: trust, the building of relationships and security, proximity, flexibility and simplicity. Community foundations can also fulfil their role as a philanthropic broker because those who have been involved in the process of activation and innovation 'from below' can simultaneously be donors and support in other ways the development of community projects.

In this sense, one must avoid a logic that separates grantmaking from fundraising and distinguishes donors from beneficiaries. Instead, a community foundation is a subject that can permit anyone to contribute larger or smaller resources to the well-being of their community.

From this perspective, a diversification of the tools offered by a community foundation becomes important. Tools that the community foundation can provide to donors include:

- bequests, the result of a long-term investment in the territory;
- designated funds for those with larger resources who wish to create a tool that is committed to a specific cause for an extended period, to the memory of a person or a specific territory;
- unrestricted funds and funds dedicated to a specific programme or cause (often shared among several subjects);
- support to individual organizations.

All of these operative tools are closely linked to an 'expanded', non-fragmented philanthropic broker role, embedded within a common vision of the community.

In sum, the core task of the foundation is to be an accelerator and professional amplifier of 'good deeds', making everyone feel more involved in the life of a community. Its task is also to encourage a greater awareness of the needs and opportunities of a certain area, generate a feeling of belonging and, ultimately, build social cohesion.



Catalysts of social change and human development

Gaetano Giunta, Fondazione di Comunità di Messina

Social and cultural dynamics, even those of local communities, evolve through paradigms and revolutions. These are chaotic; specific conditions can change the course of history and intellectual thought, resulting, over a relatively short period of time, in changes in visions, theoretical frameworks and even socio-economic trends which had seemed immutable. Transformation processes can generate a genuine metamorphosis. It is from this idea of metamorphosis that community foundations can draw inspiration. In their respective communities, they should look to initiate sustainable systematic initiatives able to pave the way for a permanent process, creating nuclei of transformation that trigger metamorphic processes. Community foundations should form highly innovative social infrastructure programmes in their communities that are able to assume longer-term strategic value as opposed to a short-lived episodic value. They should also be capable of promoting human development, of fruitfully correlating the productive, cultural, welfare and educational systems, along with research and development, and have the ability to attract creative talent as well as build the social capabilities of local communities.

Community foundations could become local/regional systems of a relational nature that are no longer centred around accumulating and distributing economic resources, but instead around creating ideas and support, and evaluating genuine and sustainable policies.

The policies of community foundations should promote socio-economic systems capable of generating alternatives in the main areas of human life that are linked to where and how people live and work, to access to knowledge, income and social relationships. This clears the path to break away from the competitive capitalist logic and dynamics determined by economic utilitarianism. They should promote evolved community welfare models capable of helping the most vulnerable people to orient themselves and understand which of these new alternatives is best for their well-being and pursuit of happiness. In this way we can create highly emancipatory dynamics of inclusion.

Ultimately, the idea is to test community foundations as economic support networks which, by mutualizing resources, are capable of promoting freedom, justice, social cohesion and equal opportunities, intertwining beauty and freedom, dreaming concretely, and pursuing a genuine metamorphosis of societies and economies.



Community leadership

Carola Carazzone, Assifero

Traditional community foundations based on endowment management and donor services used to remain 'neutral', were not daring and avoided difficult issues. More recently, many community foundations have started to play a 'community leader' role, confronting the status quo in order to pursue and bring about change.

Community foundations can be great leadership organizations in the community because they can take a long-term perspective and neither depend on annual fundraising campaigns nor must give in to political pressure. Thanks to their independence and freedom, they are well positioned to address thorny issues and take risks.

Looking at the power of community philanthropy today and its potential for far-reaching power in the future raises a crucial question: whether they want to play a leading role in addressing the major social, economic and cultural challenges we are facing. In other words, do community foundations want to be agents of transformational social change, human rights and social justice that shift the balance of power towards people?

For many, community foundations are natural leaders, sometimes as conveners and often as initiators of processes to resolve community issues or address community opportunities. As such, they can also be very powerful when tackling global issues at the local level, such as SDGs and sustainable human development, climate change and migration.

The recent GFCF and ECFI initiative to encourage exchange on European community philanthropy's responses to refugees and migrants, hosted by the Community Foundation of Messina and Assifero in October 2017, demonstrated how networking, peer learning and knowledge sharing can make community foundations better informed, connected and effective, contributing, as individual organizations and collectively, to a more inclusive society and a more sustainable and human development in Europe.

A community foundation is ...

"It is a regional base and a unique opportunity to activate processes of local inclusion, local development and philanthropy. It can play an important role in the development of societal solidarity and promoting a 'giving culture' by offering donors and third-sector organizations the opportunity to meet and breathing life into a model of daily horizontal subsidiarity."



Local innovators

*Vittoria Burton, Dimitri Buracco Ghion,
Fondazione di Comunità del Canavese Onlus*

To reflect on the relationship between the activities of community foundations and their territories is a complicated endeavour but also a stimulating starting point for a wider study of the more profound changes and transformations of our country.

The global economic crisis is stretching our ecosystems to their limits: environment, welfare, social inclusion and local development are all at risk of coming to a standstill, or worse, collapsing. The models and paradigms that have accompanied development policies so far do not seem to be able to give adequate answers to the many difficulties that now define the lives of our communities: we struggle to create employment, the number of people with new and different social needs grows incrementally, inequality is increasing, and public funding and the quality of services are on the decrease. In this quite bleak context, what can community foundations possibly do?

If we agree upon the shared premise that a good welfare system promotes civility and a fair economic system and is an invaluable asset for social cohesion and justice without which we cannot have growth and sustainable development, it appears immediately evident that community foundations represent a very important building block in the construction of new local ecosystems of social innovation.

Why, you may ask? First of all because community foundations are activators and require local actors, with knowledge of and proximity to territorial specificities, to become protagonists of development. A community foundation is a kind of intangible 'third place', one that promotes belonging and active participation. It is a vital space in which good practices are developed, services provided, methods tested and solutions found, all of which combine local development and social inclusion.

After all, in a known space, in a place that is close to you and easy to connect with, it is easier to make resources available, be they economic, cognitive, experiential or relational. CFs can stimulate cross-fertilization processes and collaborative frameworks that are strongly linked to the local community.

In the past few years, many experiences – some of them with a strong economic value – have grown from the local level: start-ups that have arisen as an answer to specific calls for solutions, traditional companies that have promoted a new idea of local social responsibility, new social enterprises that have chosen to direct their core businesses towards welfare services.

Within these processes, the experience of community foundations can strengthen the capacity to build new services locally, generate innovation that combines business and social impact, and foster the development of new business models, becoming an important lever for economic and social growth.



Secondly, community foundations are engines of innovation (because we urgently need new forms of community welfare) and can facilitate the development of new methods and strategies. Our current situation sees the crisis of the public welfare system reducing all forms of assistance to basic subsidiarity, towards the most extreme situations, while at the same time promoting dubious privatizations.

We need to build a new model that, in the words of Stefano Zamagni in the *Libro bianco sul terzo settore* (White Book on the Third Sector), goes from the public-private dualistic framework to the public-private-civil idea. This does not mean giving up on the idea of a public welfare system but, instead, recognizing and exploiting the best collaborative practices, supporting widespread responsibility within the community, coherently with the constitutional dictate that invites us to support 'the independent initiative of citizens, individually and in association, to carry out activities that serve the general interest'.

Community foundations create a context in which the public sector, the private sector and civil society meet to create and generate virtuous circles that can offer solutions and start sustainable development processes. They foster a climate in which needs are better expressed and understood and the evaluation of the effectiveness of investments is carried out without preconceived ideas about what are the best (public or private) management processes.

Additionally, the presence of community foundations in a community improves the quality of the non-profit and for-profit social sectors, an area of business fed by significant public and private expenditure that often hides large portions of informal and unpaid work situations. Community foundations very often support projects that create networks among services and workers, improving the quality of services, guaranteeing continuity and the professional growth of workers.

Finally, community foundations thrive on local donations and, more generally, on the development and consolidation of a culture of giving and of a philanthropic mindset. When a community starts thinking in terms of giving, it often follows that increased attention is given to ethical finance and sustainable investments, to forms of a sharing economy and to the mobilization of private capital to support programmes that benefit the community.

Having said all this, though, we must remember that one of the most important characteristics of community foundations is that they have the freedom and luxury of not being entirely driven by logic. 'We must doubt superfluous innovation, especially when it is guided by logic', said Winston Churchill. So as community foundations, let us continue to be very much driven by a passion for creating beauty, by clear, even if unobtainable, ideals of equality and, especially, by love for our fellow human beings.



From vitality to impact: a community engagement strategy

Daniele Pietro Giudici, Fondazione Comunitaria Nord Milano Onlus, Fondazione Comunitaria del Ticino Olona Onlus and Fondazione della comunità locale Pro Valtellina Onlus

In the current local and global context it is more necessary than ever to work together. Participation of all is the fundamental key to reading the current situation and tapping into the vitality of each community. If we were able to unite public and private resources, especially those dedicated to concrete projects and activities in various socio-cultural sectors, we would be able to offer more effective responses to both urgent and future needs, something that would both satisfy the desires of people today and future generations. Community philanthropy plays an essential role by offering support for the realities and projects of non-profits, but is also an institutional instrument that encourages a culture of giving.

Today, community foundations are more active than ever in involving people, companies and institutions in responding to current changes. It is no longer sufficient to be service providers in order to respond to needs, it is important to work more deeply by pursuing coordinated data gathering efforts, carefully reading the situation and measuring results. The more donors, volunteers and citizens feel involved, the more they will give to their communities: not only in terms of money but also trust. In this way, a sense of belonging will grow, and so too dialogue and the desire to know the results of what has been supported.

More than communications or fundraising activities is required; a clear plan is needed to stimulate new and active relationships between the foundations and their communities.

Numerous foundations focus on offering grant programmes and, given limited resources, often ask themselves: How can these best be directed to respond to the many needs? What changes will they be able to bring about? What impact will the actions have? Some foundations are initiating a method of work that facilitates the achievement of evaluative objectives that involve using statistical data as well as specific indicators, while ensuring a significant degree of transparency and freedom in their formulation and construction. This approach is used in order to understand the impacts that result from supported interventions and how they can be measured.

In Canada, the US and the UK, Vital Signs is being used. Vital Signs is a process of gathering and making sense of quantitative data available about a certain territory in which attention is paid to transparency and professionalism through the involvement of all actors and entities. Those that have applied the Vital Signs method have used this multidisciplinary, strategic instrument to define emerging or lesser known needs and periodically provide easy-to-read updates and storytelling.

Vital Signs begins with a focus group involving representatives of diverse sectors: municipal officials, third-sector groups, social enterprises, schools and businesses

as well as those involved in socio-cultural, environmental, religious activities, welfare services and security.

The Fondazione Comunitaria del Nord Milano was the first to undertake this approach in Italy. It did so with the support of the Bicocca University of Milan, because the process matched well with its strategic objectives:

- to gather information from the community, improve existing networks and encourage networking among the various actors;
- to create a shared reading of current and emerging needs, and clarify areas that are seen as 'not clear' or 'in evolution';
- to better define the project areas to be supported in a more coherent manner through a gathering of real needs, and thus reinforcing the active and intermediary role of the foundation;
- to streamline all available information in order to make the results accessible and easy to read, and then returning the information to the community and actors involved on an ongoing basis.

Fondazione Ticino Olona is also actively involved in a similar process of listening and building a common understanding of community needs through its 'Consultation for the Promotion of Culture of Giving and Definition of a Giving Strategy'.

These dialogue-enhancing activities are indispensable to understanding and measuring the impact of each community foundation's activities. The objective of using a set of indicators does not need to be

strictly adhered to as the strategic process of dialogue and involvement is an equally, if not more important, element of the process. Involvement of the entire Board of Directors and team is likewise essential in order to strengthen relationship building activities with donors, beneficiaries and partners so as to best respond to the many requests of the community.

We should ask ourselves 'why not?' The professionals involved in community philanthropy have the energy and capacities to inspire trust day after day.

Supporting community foundations and community philanthropy networks

Stefania Mancini, Fondazione Charlemagne a finalità umanitarie Onlus

The Fondazione Italiana Charlemagne for Humanitarian Purposes is a private, independent and non-denominational foundation. It was established on the initiative of private donors in order to extend social solidarity to include a system of shared resources, means and ideas.

The foundation's vision is the promotion of human dignity. Its actions pursue the respect of human rights and it acts in synergy with organizations that are committed to ensuring the full dignity of the individual.

It believes in the role of non-profit organizations in complementing the role of the State and the for-profit sector.



Community foundations have been included in the foundation's strategy because they seem to offer a path to civic engagement that fits well with the European Commission's request to its member states to include social and civil rights in their political agenda as a tool for development. We also believe in the unique role that community foundations play in local economic development and their contribution to the UN 2030 Agenda.

During the past decade, the Fondazione Charlemagne has supported the implementation of almost 1,000 projects and interacted with a wide range of non-profit organizations, from international NGOs to community-based groups. The process of studying, gathering and comparing information has confirmed that community foundations play an important role in 'constructing development', as they are both locally based and have an international inclination. Community foundations in a number of developing countries meet the fundamental criteria required for participatory and responsible development.

Their models vary widely and embrace different forms, ranging from those with a high propensity to entrepreneurship (that may resemble, in part, a social enterprise) to those that serve as motors for engagement and democratic participation, represent the voice of local people and help them to meet their needs without the interference of external actors.

Development indicators in Italy today present an ever more critical picture: Italian regions, provinces and the suburbs of large cities demand attention and care. There is

a great demand for intelligent, complex interventions that go beyond traditional ones and are able to offer meaningful and generous responses to respond to and care for those in need, no longer able to access the welfare system, enveloped in loneliness for economic, social or relational reasons and those that no longer have reliable points of reference in their lives.

Thus, a community foundation, if well tailored to the community it serves and guided by the objectives of regeneration and development, can contribute to development that is democratic and promotes solidarity and in which individuals participate in the construction of their future and the common good.

A community foundation is ...

"An organization that is capable of promoting social innovation throughout the region."

HISTORY OF THE COMMUNITY FOUNDATION MOVEMENT IN ITALY

The 20-year-old journey of community foundations in Italy

Anna Omodei, Assifero

The history of Italian community foundations took its inspiration from the community foundation movement developed in the last century in the United States, in Canada and subsequently in the United Kingdom. The community foundation movement originated in 1914 in Cleveland, Ohio, where charitable investment funds established in the second half of the 19th century had become difficult to manage for lenders, especially following the death of philanthropic donors. F. Goff of the Cleveland Trust Company had the insight to create an independent fundraising committee that responded to the specific needs of the population of Cleveland and to launch the first community foundation, one that is still alive today.¹

The model proposed by Goff achieved great success and as well as spreading in North America, also emerged in Europe 60 years later, first in the United Kingdom, then in Germany and then, during the 1990s, in Eastern and Southern Europe.

The first community foundations in Italy originated in 1999 in Lecco and Como through an initiative of the Fondazione Cariplo, which in the preceding years had launched a research project on community philanthropy in the United States and later supported the development of similar philanthropic institutions in Lombardy and the two Piedmont provinces of Novara and

Verbania Cusio Ossola. In 2000 Cariplo promoted the process of establishing the community foundations of Mantua, Novara, Bergamo, Monza and Brianza. Cremona followed in 2001, Varese, Brescia, Pavia, Sondrio and Lodi in 2002, and in 2006 the Community Foundation of North Milan, the community foundation of the province of Ticino-Olona and the one of the Piedmont province of Verbano-Cusio-Ossola. The establishment of the latter was also supported by a contribution by the Compagnia di San Paolo, a banking foundation.

The 15 community foundations promoted by Cariplo² offer donors various services and manage assets in order to finance projects supporting promotion and development of the territory, professional training, amateur sports, the protection, promotion and development of cultural activities, goods and artistic and historical initiatives, protection and enhancement of nature and the environment, scientific research and other activities aimed at improving the quality of life.

There are, in addition, six community foundations promoted by the Compagnia San Paolo. They include the Community Foundation of Verbano Cusio Ossola, founded together with the Fondazione Cariplo, but also in 2006 and with other supportive partners, the establishment of the Riviera dei Fiori Foundation that operates in the Imperia province (Liguria), in 2008 the establishment of the Mirafiori Community Foundation, which aims to environmentally and socially improve

¹ Bandera L. (2013^o), La filantropia comunitaria negli Stati Uniti: dalla Cleaveland Foundation ai giorni nostri, Percorsi di secondo welfare, 19 gennaio 2013.

² Fondazione Cariplo, www.fondazione.cariplo.it



a neighbourhood in Turin, and the Community Foundation of Valle d'Aosta, which operates regionally. In 2015 the Community Foundation of Canavese was set up, which is mainly concerned with the inclusion, integration and assistance of people in disadvantaged situations and those at risk of social marginalization, and the Community Foundation of Carmagnola in Piedmont. The Compagnia di San Paolo also funded the establishment of the Community Foundation of Savona.

Since 2000 the Foundation of Venice has also promoted certain community foundations which devote special attention to the themes of youth and education: the Santo Stefano di Portogruaro Foundation (2000), the Community Foundation of Chioggia (2001), the Terra d'Acqua Foundation (2008) and the Foundation of Riviera-Mirano (2008).

Furthermore, in the Veneto region there are other community foundations originating from the impulse of diverse actors in the public and private social sector, such as the Community Foundation of Vicenza for the Quality of Life (2004), the Community Foundation of Cerea (2006), the Community Foundation of Sinistra Piave for the Quality of Life (2007) and the Community Foundation of Verona (2010). In October 2016, Munus – the Community Foundation of Parma – was established in Emilia Romagna.

Since 2009 community foundations have also blossomed in Southern Italy, promoted by the Con il Sud Foundation.³ The first

community foundation in Southern Italy was established in 2009 in the province of Salerno (Campania region), followed by the Community Foundation of the Historic Centre of Naples in 2010, which primarily finances initiatives supporting the most vulnerable groups. Then, in 2010, the Community Foundation of Messina (Sicily) was established, a unique case in the Italian panorama because, in order to support its activities, it invests around 50 per cent of its assets in the production of renewable energy through management of a solar panel farm.

In 2014 the Community Foundation of Val di Noto (Sicily) was established, which is concerned with education, welfare, social cohesion and employment, paying particular attention to young people, as was the Community Foundation of San Gennaro, which operates in the Sanità neighbourhood of Naples and seeks to revive the neighbourhood from a cultural, urban and artistic point of view.

Thanks to support from, among others, the Fondazione Italiana Charlemagne a finalità umanitarie onlus, in 2014, the Community Foundation of Salento was formed in Lecce (Puglia). Some community foundations are in the process of being established in the central and southern regions of the country (e.g. Fano and Agrigento). All of this suggests a very diverse and evolving context.

³ Fondazione con il Sud: www.fondazioneconilsud.it/interventi/fondazioni-di-comunita/

A community foundation is ...

"The community foundation as a community hub."

Community foundations supported by the Fondazione Cariplo

Filippo Petrolati, Fondazione Cariplo

The Fondazione Cariplo is a 'foundation of banking origin' that was established in 1991, following the process of restructuration of the Italian credit system (l.1990/218), with the institutional mission of pursuing the philanthropic charitable activities that until that time had been developed by the Cassa di Risparmio of Lombardy, a regional savings bank.

Inspired by the American model of community foundations and the idea of adapting it to a local Italian context, in April 1998 the Fondazione Cariplo launched the Fondazioni di Comunità (community foundation) project, a first for Italy, with the objective of promoting the establishment of a network of community foundations across the whole territory of reference of the Cariplo Foundation (the Lombardy region and the Provinces of Novara and Verbano Cusio Ossola) that could respond efficiently to and meet the needs of the local communities, and promote a culture of giving and participation, all with the aim to support socially beneficial projects.

Thus, between 1999 and 2006, Fondazione Cariplo promoted the gradual establishment of 13 community foundations on a provincial basis and two foundations in the northern and western areas of the Milan Metropolitan Area. In order to cover the full territory, the establishment of community foundations in the southern and eastern areas of the Milan Metropolitan Area is in the process of receiving approval from the authorities of the City of Milan.

Community foundations are created on the initiative of citizens, local institutions and economic, social and civil stakeholder representatives (entrepreneurs, professional organizations, religious individuals, spokespeople of the third sector, members of the world of finance, of culture and of philanthropy, sportspeople and performing artists) of the specific territory of reference. A promoting committee formed by eminent individuals typically serves as the initiative's guarantor, creates consensus around the new institution and legitimizes it, mobilizes existing and potential resources and, supported by a technical and operational committee, submits (after about six months) a strategic plan and bylaws for approval by the Fondazione Cariplo's Board and, subsequently, for authorization by the relevant public authorities. Given the complexity of the activities and time limits, the Fondazione Cariplo provides the committees with consultations, instruments, support and models to be made available to the different territorial communities.

The endowments of the community foundations promoted by the Fondazione Cariplo are created through the collection of financial assets from within the territory in the amount of a minimum of €5 million over ten years. To this sum, Cariplo adds €10 million as an endowment fund. The community foundations can thus count on financial assets of €15 million, composed of a non-designated fund of €10 million for the support of programmes run by the community foundation and €5 million in designated funds combined with donations by individuals or families, estates, donations by companies and banks, public bodies, and private and non-profit organizations with socially beneficial objectives.



To date, the 15 community foundations promoted by the Fondazione Cariplo have increased their collective endowment to more than €260 million and have a capital investment policy intended to increase the endowment and preserve its market value, as befits their role as private foundations with a strong public purpose.

Over the past 18 years, they have obtained the trust of the citizens through more than 48,000 donations, accruing a sum of over €140 million in donations and funds. They have distributed approximately €280 million to support over 26,000 projects in the social and health sectors, the restoration of artistic and historical commons, promoting art and culture, protection of nature and the environment and, in smaller measure, projects supporting scientific research.

Every year the Fondazione Cariplo distributes over €14 million to the community foundations in order to support groups or projects that are often co-financed or otherwise supported by companies and residents of the communities. It also manages, together with the community foundations, annual provisions of contributions of €6.5 million in the territory. Moreover, each year on a rotational basis, it provides two provinces with an additional €7 million for particularly important and relevant interventions (with a value not less than €1 million).

The Fondazione Cariplo also supports the continued development of the community foundations, offering technical support and initiatives to strengthen and improve networking among the 15 foundations by sharing strategic aims, operational and managerial guidelines, system actions,

communication planning, learning and comparison activities as well as capacity building, and common projects between the community foundations and with Fondazione Cariplo. Alongside these initiatives is an annual monitoring that captures results achieved and confirms changes and improvements on the basis of indicators of effectiveness and efficiency of the community foundation.

The community foundations supported by Fondazione Cariplo are characterized by governance, administration and control structures that are skilled, authoritative, independent and capable of representing the entire community of reference, integrating public and private components nominated by territorial nomination committees.

The operational structures of the community foundations, initially quite thin, are growing in a way that is proportional to the role that they assume in the community of reference. Volunteers are supported by specialized personnel and, in some cases, committees dedicated to the characteristic functions of community foundations (communication, fundraising, grantmaking and investments) that are formed by internal and external professionals interested in contributing to the foundation's activities.

Community foundations are private institutions whose main purpose is to catalyze resources and fundraise in favour of specific projects, help people, public bodies and companies support interventions that are useful for the community, put the donor in contact with the needs of civil society, make giving personal, simple, safe, affordable and effective, eliminate bureaucratic and

administrative obstacles, offer (even financial) incentives and guarantee information on the use of resources and reporting on results.

However, the community foundations are also social infrastructures that, as a result of their independence, neutrality and transparency, can become accelerators of projects around which public and private community resources can be pooled, establish alliances, relationships and favour co-planning around complex problems identified as priorities by the authorities and residents of the territory.

Community foundations can therefore become true platforms for participation, capable of listening to people in the territory, intercepting their needs and problems, and seizing opportunities, identifying or promoting projects which can catalyze their own and third-party resources (large or small), and not only economic assets but

also time, goods and services, in favour of interventions which can be monitored and assessed for their results and impact on the community's well-being.

Recently, community foundations have proposed initiatives and services that benefit third-sector organizations in order to support their strategic and operational growth, developed partnerships and synergies with businesses, experimented with storytelling and appraisal that reinforce the bond of trust with the territory, as well as continued to promote opportunities to raise awareness on social cohesion and solidarity as key factors in the civil, social and economic development of a community.

For all these reasons, in a context in which social needs are increasing and the social state reveals its weakness, community foundations are destined to assume an ever more significant role as they represent a supplementary source of funds and offer social and relational capital in service of a community and from a perspective of co-responsibility and participation in creating the common good.

A community foundation is ...

"It is like a tree: every root of the tree is a fund, one that can be created by individuals, families or businesses. The roots gather donations that can add to the tree's thick canopy (the social projects realized by NGOs). The trunk represents the core of the foundation, a link between the roots and the branches. Contributions are needed from all in order for every branch to develop ample leaves and flowers. The more cohesive the community, the stronger the tree's canopy."



Birth and evolution of community foundations in southern Italy

Carlo Borgomeo, Fondazione Con il Sud

From its establishment, the Fondazione Con il Sud has supported the creation of community foundations in Southern Italy, recognizing them as a model for community welfare that can have positive effects on the development of territories in the region.

Community foundations represent an important bottom-up tool for social infrastructure that comes directly from the local community that organizes and initiates them for the development of their area.

They are based on the coming together and collaboration of those willing to 'take a gamble' for the growth of their local community. How? By attracting resources, enhancing them through prudent asset management, and investing them in local social projects.

The initiative originates in the local community through the direct involvement of third-sector and voluntary organizations, institutions and private individuals who are well known in the community and promote, in a hands-on way, a giving culture for the common good.

Accustomed to requesting money from elsewhere, for Southern Italy this is an extraordinary cultural shift. It is exactly for this reason that the Fondazione Con il Sud intends to continue to support the creation of community foundations in Southern Italy.

Thanks to the Con il Sud Foundation, the southern regions of Italy have experienced

the creation of their first ever community foundations. These five foundations are: the Foundation for the Community of Salerno (Fondazione della Comunità Salernitana Onlus), the Community Foundation of Naples' Historical Centre (Fondazione di Comunità del Centro Storico di Napoli), the Community Foundation of Messina (Fondazione di Comunità di Messina), the Community Foundation of Val di Noto (Fondazione di Comunità Val di Noto) and the Community Foundation of San Gennaro (Fondazione di Comunità San Gennaro).

Autonomous, independent and each with its own characteristics, these foundations are united by a common goal: to work together for the humanitarian, social and economic development of their community.

The Fondazione Con il Sud, which supports endogenous regional development, has not identified a single model for community foundations, allowing each local community to choose how the foundation is organized and operates in that region. Its role is to facilitate this process without passing judgement on operational decisions. Fondazione Con il Sud, nevertheless, supports the development of the community foundations on an ongoing basis, accompanies them, supports them and monitors their achievement of planned goals.

The Fondazione's aim is to contribute to the creation of a significant number of community foundations in the southern regions of Italy with at least €5 million to sustain their activities and reach a critical mass capable of attracting further funds and donations.

The support received on the creation of community foundations and when building

assets occurs through grant-matching mechanisms which encourage autonomous fundraising by the community foundations. The Fondazione Con il Sud's support, once the prerequisites for funding have been met, doubles the initial assets (with a minimum of €300,000 and maximum of €500,000) raised by the community foundation. Further investments are added to this in order to consolidate the asset structure (to a maximum total of €2.5 million) of the community foundations, contribute to initial grantmaking activities and cover the management costs of specific projects to support fundraising (€200,000 per year per initiative and €25,000 per fundraising project for the first five years (three years, with the possibility of renewal for an additional two years)). In order to continue supporting the community foundations after their first five years, the Foundation has set aside resources of up to €1 million to assign as one-off grants to specific projects presented by the community foundations.

Since its creation, the Con il Sud Foundation has awarded over €22.4 million to the founding of community foundations in Southern Italy. The total resources assigned to the first five community foundations amount to €17.2 million in assets and support for grantmaking and fundraising. In turn, the five community foundations in Southern Italy, even if by different means and in different timeframes, have launched development initiatives for local communities, supporting projects of social benefit and promoting a culture of giving.

The balance sheet is also quite promising: to date, the five foundations have collected over €18 million to invest in their own assets and in social activities in the region.

Approximately 700 social initiatives have been supported with €10 million. The initiatives, mainly involving third-sector and voluntary organizations, are primarily concerned with educating teenagers and children in need, providing assistance to the elderly, the disabled and the homeless, and support for the poor as well as social entrepreneurship projects. The community foundations have helped over 33,000 people, predominantly children and teenagers.

While aware of the complexities facing such organizations, the Fondazione Con il Sud intends to continue to support the growth of new community foundations. This is because community foundations represent a concrete tool for 'generative welfare': they originate from the community, from the development of social networks, and from a coming together to create human development opportunities based on criteria that are socially and environmentally responsible, in contrast with criminally-driven economies.

For Fondazione Con Il Sud, investing in communities is an attempt to fulfil social needs and a tool to strengthen communities. Identifying priorities, finding resources, involving local citizens in programmes translates into greater democracy, participation and solidarity – all necessary elements to boost development in Italy, especially in the south, and to ensure that economic growth builds on strengthened social capital and communities.



LEGAL & FISCAL CONTEXT

The legal and fiscal context for the Italian third sector is in a moment of significant transformation. The contributions that follow identify many of the key changes that will influence community foundations and the ways they work.

Community foundations after the 2017 Italian Third Sector Law Reform

Pietro Ferrari Bravo, Assifero

With its 104 articles collected in 12 titles, the new Third Sector Law (D. Lgs. 3 July 2017, no. 117, enacted on 3 August 2017) represents a significant reform of the non-profit sector in Italy. It introduces a new regulatory framework and definition to a field that was historically defined by its differences from traditional categories (i.e. the third sector as opposed to the public and private sectors) or defined in the negative (i.e. as non-profit or non-governmental organizations).

The law offers a positive definition of third-sector organizations (*enti del terzo settore*). They are now understood to be organizations 'pursuing civic purposes, solidarity and social utility, without the intention to produce profit, by carrying out activities of general interest ... and listed in the National Register of the Third Sector' (art. 4). Activities of general interest are carefully listed in art. 5 of the law and the resulting definition is extremely inclusive. An essential element in order to qualify as a third-sector organization is inclusion in the national register (RUN).

The reform will unify a previously complex situation. Equally importantly, it defines

the sector in a way that focuses on the substance (i.e. the purpose) of a non-profit organization's work rather than its legal form.

With the reform, transparency and accountability will no longer be exclusively associated with organizations that are willing to go the extra mile or those required by specific legislation or fiscal advantages to provide additional information. Every organization will benefit from qualification as a third-sector organization. Moreover, all organizations will have to pay attention to their performance in areas such as accounting, the preparation of financial statements in accordance with official formats, ensuring democratic governance, establishing control bodies, and limiting wages and costs, etc. These changes will bring reputational benefits because the third sector will be able to present itself in a more credible and responsible manner to donors, public administration and stakeholders. It will also provide tax benefits that should allow for stronger partnerships with local businesses (by extending the deductibility of donations) and encourage renewed attention to the vast area of bequests and designated funds. The tax benefits are explained in greater detail in Dr Sepio's contribution.

Within the new framework for the third sector, an important role will be played by philanthropic organizations, whose purpose is 'to provide money, goods or services, including investments, in support of disadvantaged people or activities of general interest' (art. 37). While they may also choose to classify themselves according to another category identified in the RUN, community foundations

appear to fit the category of philanthropic organizations particularly due to their role as philanthropic brokers within a given geography and as conduits of financial resources that benefit the general interests of the target community.

Yet the reform reaches beyond the legal form – a philanthropic organization can also be incorporated as an association. In fact, it may be more appropriate to qualify community foundations as community philanthropy organizations, which would involve moving away from a classic model based on the initial assets of the foundation, its income and grants, to a focus on its mission of community philanthropy, i.e. the development of identity in a given geography and the well-being of the community.

The reform will additionally have a major impact on the areas of intervention of community philanthropy organizations. By removing the requirement to limit their work to areas of the greatest disadvantage, they will be able to intervene in wider and more diverse ways in community development.

The path to full implementation of the reform will be long and impacted by the many additional regulations still to be enacted. This reform is nevertheless a wonderful opportunity for the development of community philanthropy.

Philanthropic entities between Third Sector Reform and a new tax regime

Gabriele Sepio, Technical Desk for the Third Sector Reform at the Ministry of Labour and Social Policies

With the reform of the third sector (Legislative Decree 117, 2017) the Italian non-profit sector enters into a new phase that constructs a homogeneous tax system that rewards those who reinvest earnings in activities of general interest.

For too long, the tax system in this field has been dominated by extemporaneous legislative interventions dedicated to individual sectors that received advantages and benefits without a systemic logic. The situation led to a heterogeneous and incoherent picture; one that created a certain confusion with regard to the role of third-sector entities and the ways in which they engage in activities in favour of communities.

The enormous work done in creating the ONLUS (organizzazione non-lucrativa di utilità sociale, or non-profit organization for social welfare) category 20 years ago had the extreme foresight to frame the non-profit world within a single tax category by selecting particular activities and beneficiaries. However, the ONLUS category gradually came to be used by all types of institutions (from small voluntary organizations to large social cooperatives) attracted by the lack of taxation on profits generated while carrying out the organization's main activities and those considered 'related' activities and by the absence of equally valid alternatives for the pursuit of public benefit activities.



The presence of entities organized as businesses, in some cases with very significant profits, alongside smaller entities involving a few volunteers led to a distortion of the ONLUS tax model and the need for clearer rules to ensure greater transparency of fund management and a different gradation of benefits based on type of entity.

This is the basis for the first pillar of the reform, the single registry, which introduces specific sections (for associations for the promotion of social aims, volunteer-based associations, philanthropic bodies, social enterprises, etc.) that distinguish and qualify the entity based on legal category and type of organization.

Within 18 months of the decree coming into force, entities may make the statutory changes required for enrolment in the register based on an evaluation of the various options that the law provides. They may also take into account the new tax regimes introduced by the Third Sector Law as relevant to their specific activities and commercial or non-commercial nature.

Within this overall picture, the reform for the first time acknowledges the presence of philanthropic entities, and a specific section is dedicated to them within the single national registry. Entities engaged in philanthropic brokering, such as community foundations, will thus be able to acquire the status of third-sector entities and receive a number of tax benefits that offer advantages to those engaged in grantmaking and with regard to the management of the entity's assets.

The purpose of these new measures is to encourage charitable donations by standardizing and simplifying the legislative framework currently in force. More specifically, the Law on the Third Sector permits more deductions for those who make charitable donations. As compared to the current rules for ONLUS, the threshold for income tax deductions granted for donations up to €30,000 increases from 26% to 30%. Limitations on the total sum of charitable donations are abolished for those that choose, alternatively, to take the deduction on the tax base, which is allowed for donations up to 10% of declared income. Furthermore, an additional decree will seek to encourage in-kind gifts by natural persons and businesses by identifying assessment criteria useful in quantifying the deductions that can be included in a tax return. This decree will also give tax incentives to those who return goods that are no longer used but still usable in the virtuous cycle of the circular economy.

Another important aspect of the reform is the introduction of specific measures to facilitate those bodies, such as community foundations, that manage assets (including real estate) intended for general interest purposes. Specifically, this includes timely provisions concerning the sale, donation and management of real estate that favour its use by entities that direct their resources to benefit the community.

In this same context, we see the introduction of the new measure – in Article 81 of the Third Sector Law (also known as the 'social bonus') – which assigns a tax credit of 65% (for natural persons) or 50% (for entities or companies). The credit is granted for charitable donations (up to 15% of declared

income for natural persons and up to 0.5% of gross revenues for enterprises) directed to the re-use of unutilized public property and property confiscated from organized crime that will be used exclusively for activities in the general interest. The new incentive offers all third-sector entities (including social enterprises) a particularly effective tool to facilitate the collection of donations from individuals, with the proviso that the resources are directed to non-commercial purposes.

In continuity with the ONLUS legislation, the new law provides exemptions on inheritance tax, the tax on donations as well as on the land registry taxes for donations to third-sector organizations. Exemptions from registration, mortgage and land registry taxes are also provided for transfers of property involving payment provided that the property is used for the realization of institutional aims within five years of the transfer. The management of real estate also benefits in terms of direct taxation through the introduction of an innovative provision, which excludes from taxation income from property that is used solely for non-commercial activities. This rule applies to volunteer-based organizations and associations for the promotion of social aims and also allows exemption from taxation on any possible capital gains resulting from the sale of these properties.

Given the tax regime described above, it is reasonable to assume that existing community foundations will enrol in the Third Sector Register as 'philanthropic bodies' and meet the fiscal qualifications of

a non-commercial third-sector entity which draws the majority of its resources from fundraising activities, charitable donations and management of its assets, and thus generates revenues of a predominantly non-commercial nature in accordance with Article 79 of the Law.

Framing themselves in this manner will ensure community foundations access to the various benefits described above, and above all, exclude from taxation income derived from donations and fundraising. It will offer them the additional possibility of pursuing self-financing through secondary and instrumental commercial activities, which are taxed using a special flat-rate scheme. Non-commercial third-sector entities, in fact, will be able to engage in activities of general interest, pursuant to Article 5 of the Third Sector Law, in a larger number of sectors than those provided for previously. Moreover, any additional activities may be carried out with less stringent limits than those currently placed on ONLUS activities.⁴

As non-commercial entities, the foundations will also be able to access measures facilitating the provision of funding by credit institutions (through the issuing of 'solidarity bonds') for the pursuit of activities of general interest. These include bonds, other debt securities or certificates of deposit where legislators have agreed to tax both interest and premiums at a rate of 12.5%, essentially the same rate applied to government bonds. Issuing banks will be able to make donations to non-commercial third-sector entities and benefit from a 50% tax credit

⁴ A measure implementing Article 6 of the Third Sector Law is awaited.

if the amount of such donations exceeds 0.5% of issued solidarity bonds.

For the first time, third-sector entities that engage in significant commercial activity will also be able to obtain tax relief by accessing the social enterprise category (that was previously on the margins of the non-profit world). In return for greater transparency, income reinvested in activities of general interest within two years will not be subject to tax. Ordinary taxation will only be triggered in the case of dividend distributions (which are permitted in the amount of 50% of annual income and operating surplus)

Additionally, investment in social enterprises is encouraged by significant income tax deductions (30% on contributions up to €1 million per year) and deductions on the

corporate tax base (30% of sales up to €1.8 million per year), with financial effects that are similar to those deriving from charitable donations.

It is therefore opportune for foundations to consider carefully the multiple prospects offered by the Third Sector Reform and choose among the various options the one most suited to their profile. This may include the possibility of becoming a social enterprise, an approach that could offer the opportunity to carry out activities of general interest (based on an entrepreneurial model) that are related to the foundation's philanthropic purpose.

A community foundation is ...

*"A philanthropic entity rooted in its area that encourages the development of a **giving culture** and promotes **community growth** with a concern for **social inclusion**. The community foundation carries out two main activities: fundraising aimed at establishing permanent assets and support for projects in its focus areas. In addition, the mission of a community foundation is to engage in **ongoing dialogue** with all subjects of the community and serve as a reference point for various needs in the population as given in the Vital Signs model (**engagement, asset, trust, capacity**)."*

A community foundation is ...

*"A wealth that belongs to the community. It offers possibility to anyone – individual citizens, companies, community groups, institutions – to operate in a philanthropic field, to do good, with greater awareness of the needs and opportunities within that region, enhancing a common **sense of belonging and social cohesion**."*

FACTS & FIGURES

Data analysis

Anna Omodei, Assifero

The following graphs provide data on community foundations in Italy. They are based on responses to a mid-2017 survey conducted by Assifero of 21 of the 37 Italian community foundations identified in the Global Fund of Community Foundations ATLAS

(http://communityfoundationatlas.org/explore/#directory=1|search_foundation=italy) and two private foundations. The latter two are the Emmaus Foundation for Territory and the Wanda di Ferdinando Foundation, which are not defined as community foundations in their bylaws but regard themselves as community foundations due to their hybrid nature: they are private foundations that represent, in different spheres, a form of community philanthropy in their territory, providing a fundamental platform for networking among donors, local institutions and third-sector organizations.

It should be noted, however, that some of the 37 community foundations in the ATLAS (see appendix) seem to be inactive. Some do not have a website (the Community Foundation of Savonese Onlus and the Treviglio Rural Fund Foundation), while others (such as the Community Foundation Vicentina for the Quality of Life Onlus and the Foundation of the Community of the Territory of Cerea Onlus) have not updated their website in some years.

List of community foundations responding to the survey (summer 2017)

1. Fondazione Comunitaria della Valle d'Aosta Onlus
2. Fondazione Comunitaria del Ticino Olona Onlus
3. Fondazione Comunitaria del Varesotto Onlus
4. Fondazione Comunitaria del Verbano Cusio Ossola
5. Fondazione Comunitaria Nord Milano Onlus
6. Fondazione della Comunità Bresciana Onlus
7. Fondazione della Comunità Clodiense
8. Fondazione della Comunità del Centro Storico di Napoli – Onlus
9. Fondazione della Comunità del Novarese Onlus
10. Fondazione della Comunità Mantovana Onlus
11. Fondazione della Comunità di Mirafiori
12. Fondazione della Comunità Salernitana Onlus
13. Fondazione della Comunità di Monza e Brianza Onlus
14. Fondazione della Provincia di Lecco Onlus
15. Fondazione di Comunità del Canavese Onlus
16. Fondazione di Comunità del Salento Onlus
17. Fondazione di Comunità di Messina
18. Fondazione di Comunità San Gennaro
19. Fondazione di Comunità Val di Noto
20. Fondazione Emmaus per il territorio Onlus
21. Fondazione Provinciale della Comunità Comasca Onlus
22. Fondazione Wanda di Ferdinando
23. Munus Onlus – Fondazione di Comunità di Parma

Chart 1: Year of establishment

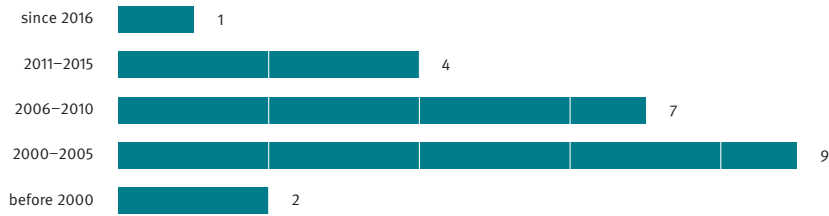


Chart 2: Number of inhabitants in the community

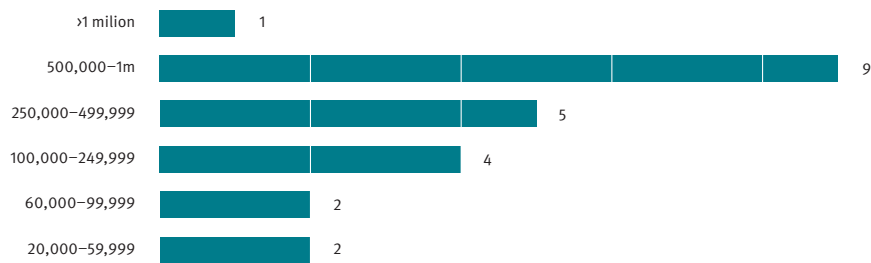


Chart 3: Number of foundation staff

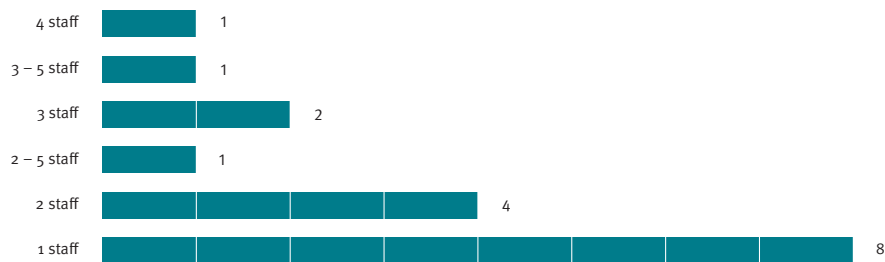
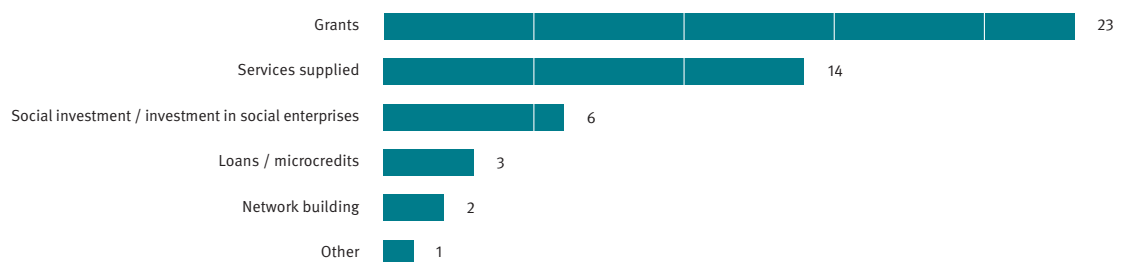


Chart 4: Types of interventions



A community foundation is ...

"A catalyst for human, intellectual, economic and time resources to be put towards the service of a given community to support innovative solutions for the improvement of the citizens' quality of life."

Chart 5: Fields of intervention

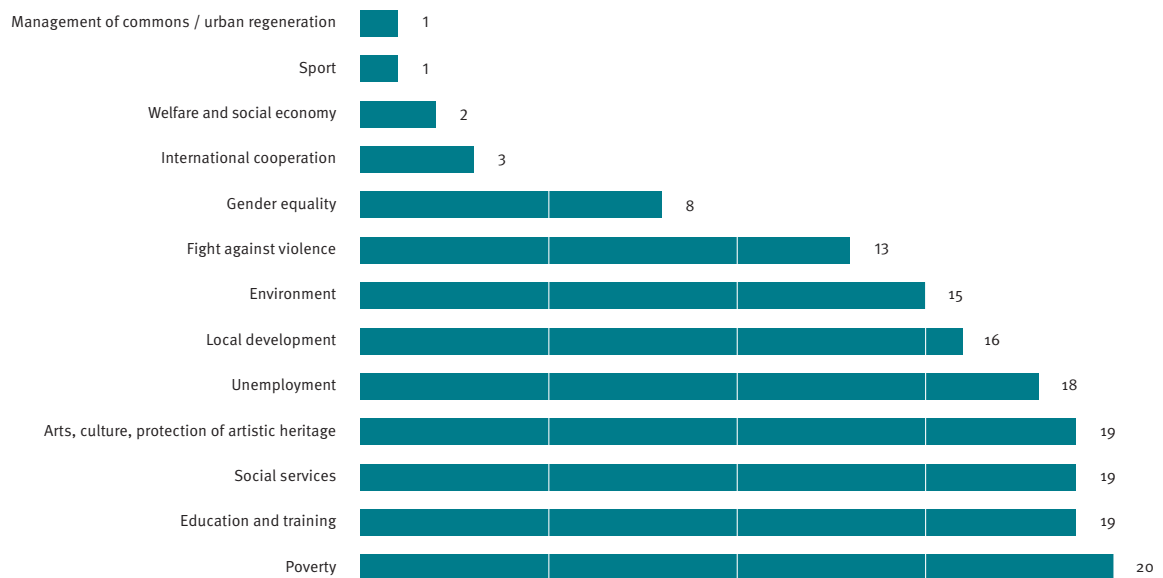
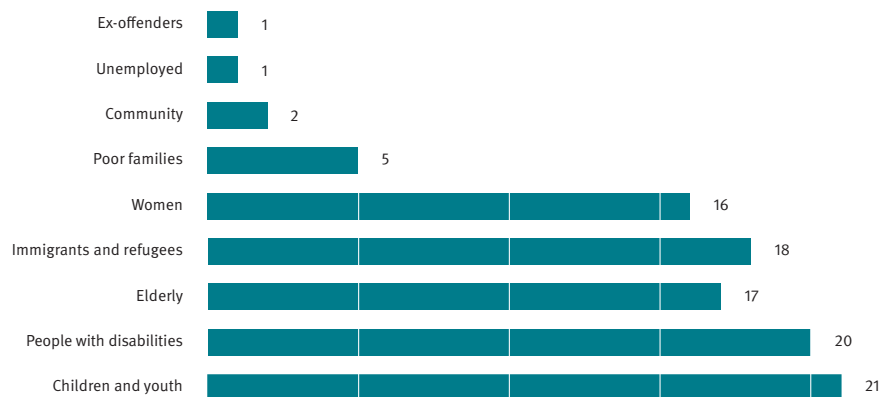


Chart 6: Type of beneficiaries



**Chart 7: Net assets (in €)
of the foundation
(by foundation: 21 respondents)**

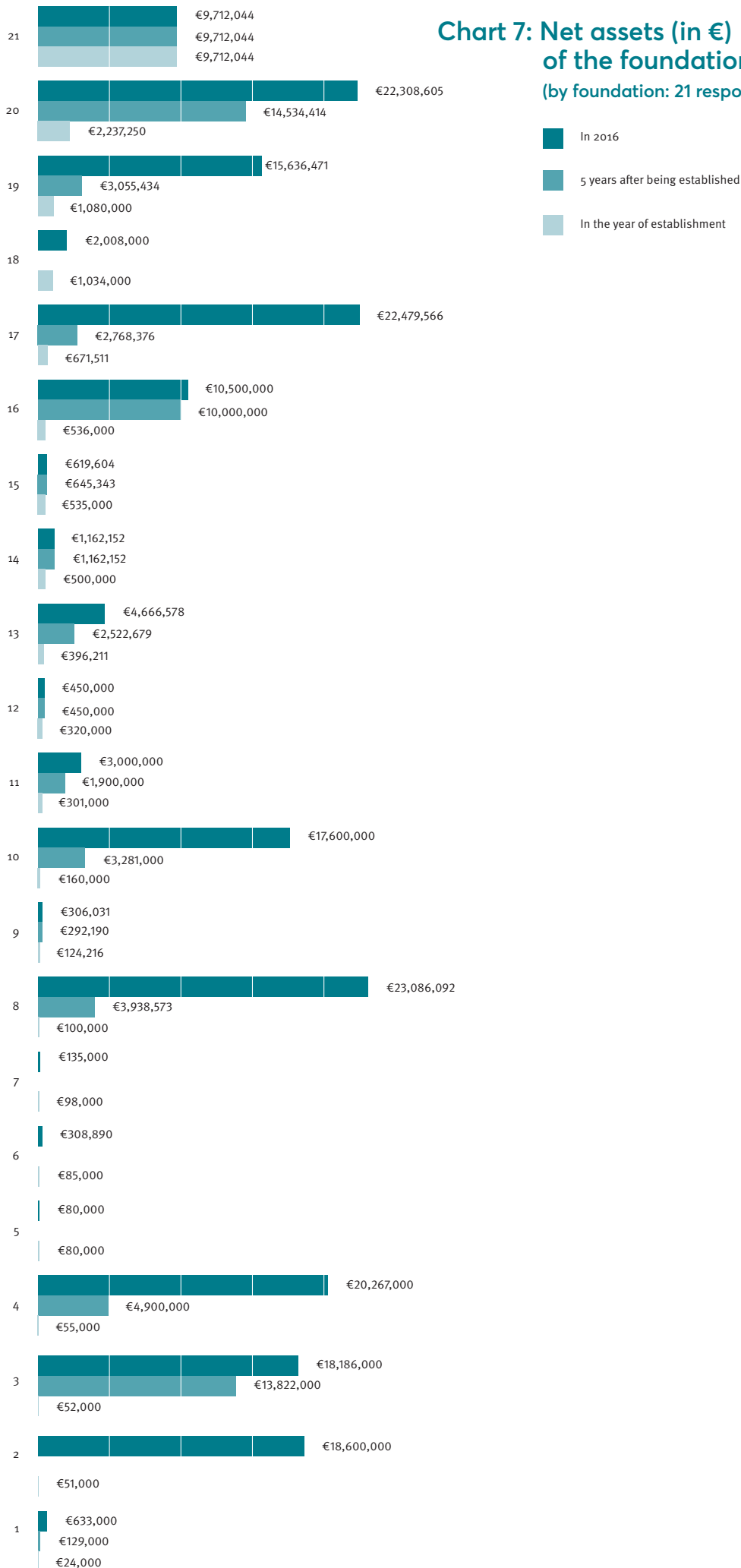


Chart 8: Cumulative amount granted by the foundation from its establishment until 12.31.2016 (by foundation: 21 respondents)

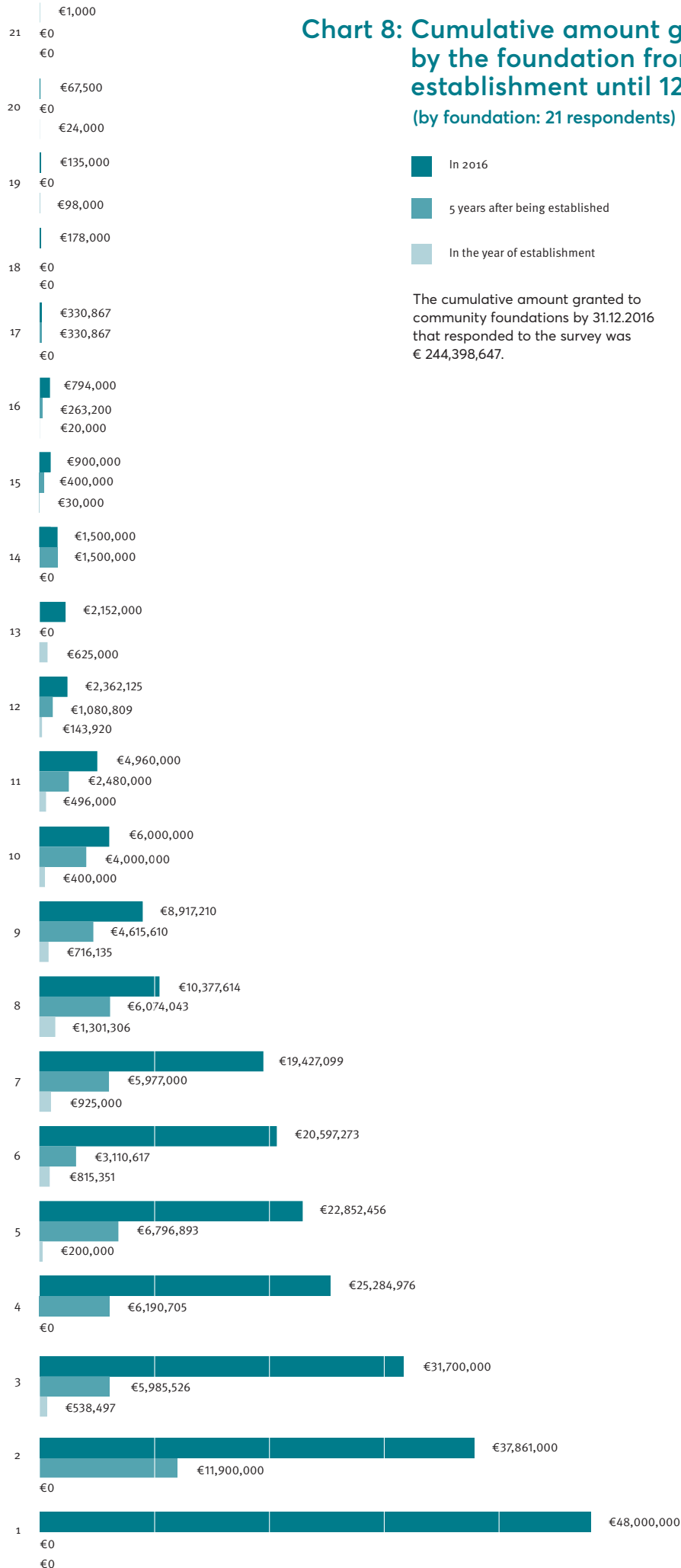


Chart 9: Number of designated funds from establishment of the foundation until 31.12.2016

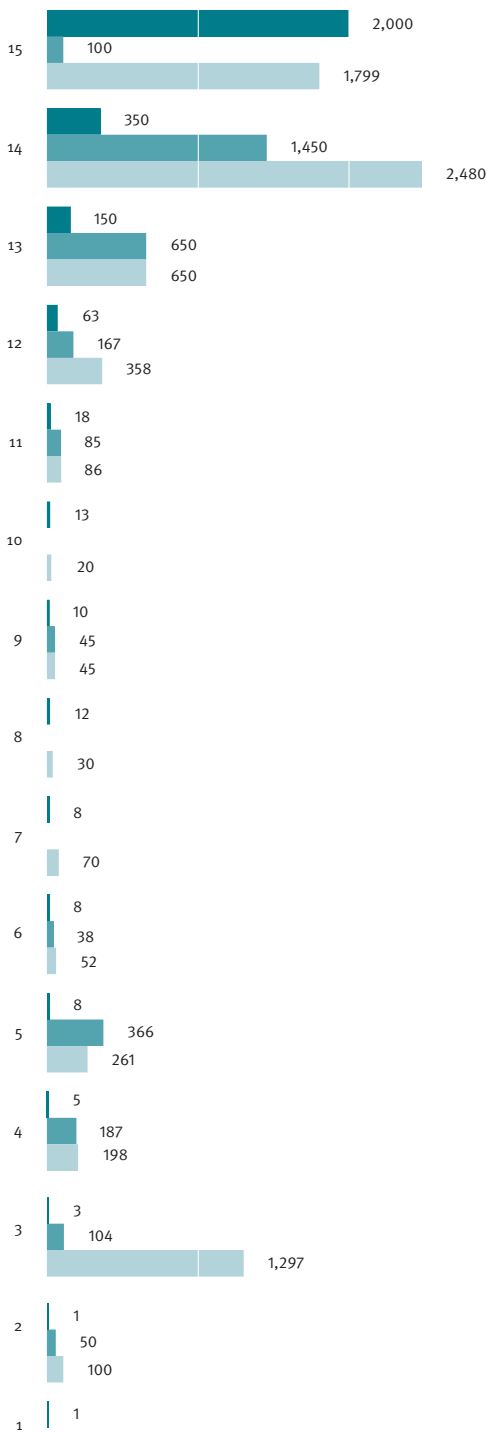
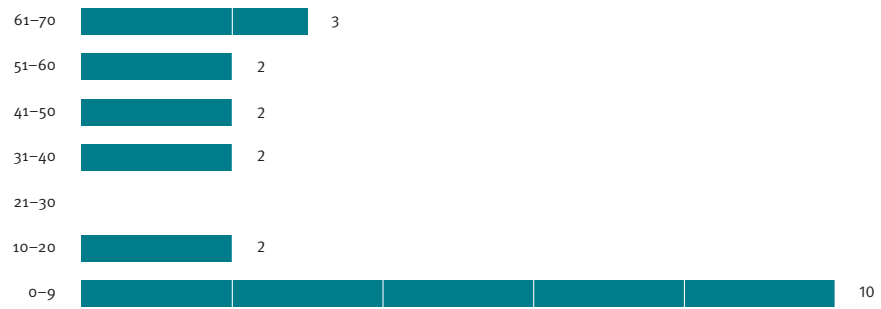
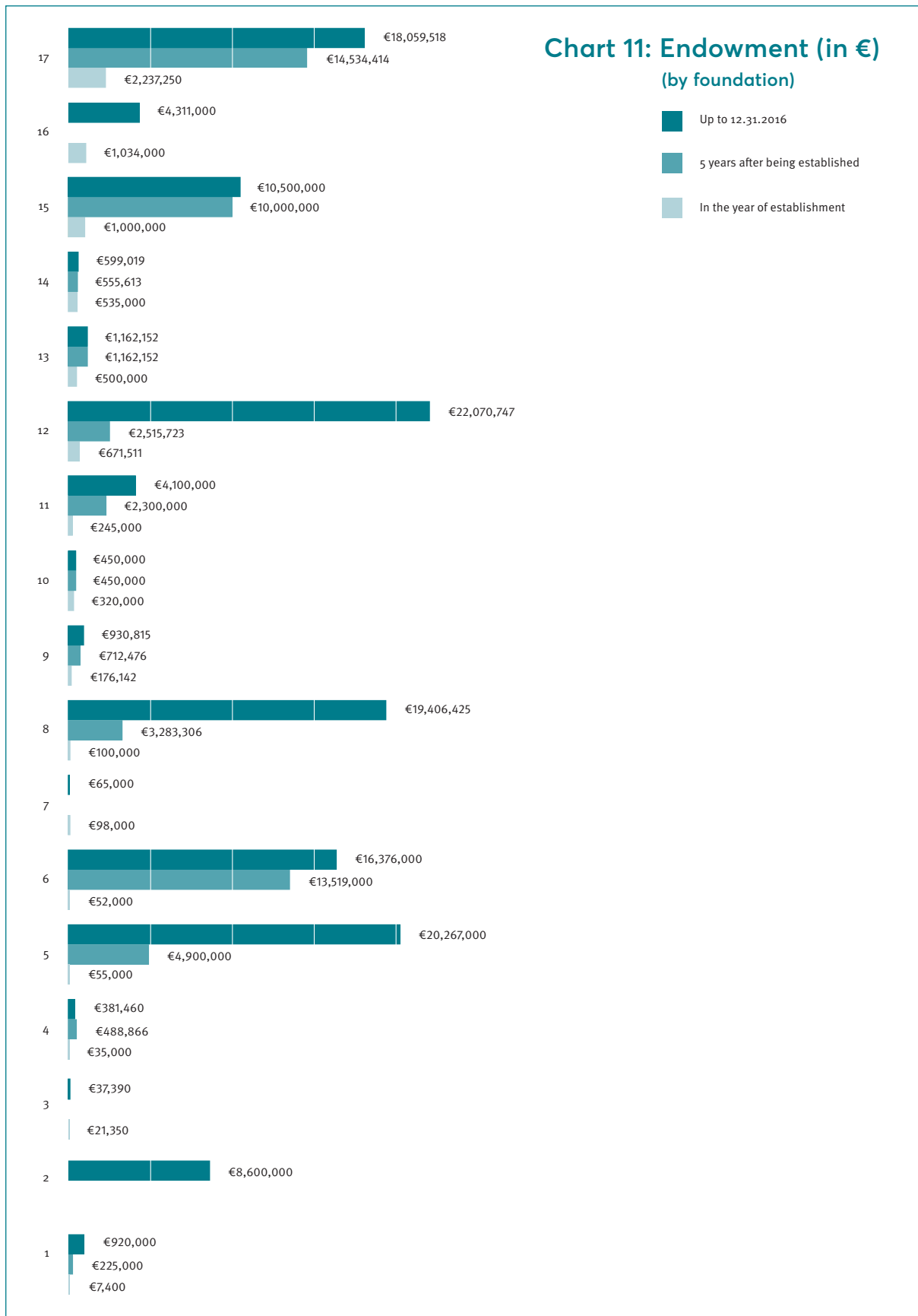


Chart 10: Numer of donors contributing to endowment (in €)

- Year of establishment
- 5 years after being established
- In the year of establishment



How community foundations in Italy define themselves

A community foundation is ...

*"A **philanthropic broker** that supports the bonds of solidarity of an area and disseminates a giving culture. It is a **bridge** between those who own resources and those who develop ideas to resolve problems."*

*"An **evolved form of social infrastructure in a given area** that today has the historic task of **experimenting locally with new economic and social paradigms** that progressively expand instrumental freedoms for the most deprived people as well as the progressive construction of social capital, environmental sustainability and beauty so as to create external constraints to the logic of profit maximization."*

*"A **third system between the state and the market, a social infrastructure, a connection** to help the community grow, a **reason for hope**. While 'foundation' refers to the necessary consistency of the entity, 'community' denotes its commitment and refers to its clarity of purpose and long-term goal: the entity's activities are not simple interventions but **systemic actions**, not primarily funding projects but **project visions**, and they do not divide but rather **open horizons**."*

"An entity that proposes itself as a reference point for local philanthropy and the non-profit system of a given area. It can effectively contribute to the civil, social and cultural development of a community."

Further quotations on community foundations can be found throughout this guide.

STORIES FROM ITALIAN COMMUNITY PHILANTHROPY

POVERTY

With the Children: Against neonatal poverty

The Community Foundation of Brescia,
The Community Foundation of Messina

Regions: Lombardy and Sicily

Started in October 2017, the project involves a partnership between the Community Foundation of Messina (Sicily), the Community Foundation of Brescia (Lombardy), local authorities and civil society organizations in these two regions.

The two-year project aims to eradicate neonatal poverty in the two regions. This pilot project is testing a model to combat poverty in which local authorities and local communities cooperate and that can be replicated in other national and European contexts.

The project works at three levels:

- The universalistic level promotes health and early cognitive development in all newborn children in the areas concerned.
- The community level promotes the development of socio-economic systems which are able to generate alternatives for all newborn children and their families in the key areas of human well-being (i.e. housing, work, education, social relationships).
- The individual level involves care of children and their families living in poverty.

The Community Foundation of Messina is creating a fund to support financially ethical activities and a second fund for

specific projects supporting children born in conditions of deep poverty and their families in the city of Messina. The Community Foundation of Brescia is doing the same in the city of Brescia. Assifero will disseminate the results of this pilot project at both national and European levels.

EDUCATION

Preventing dropouts

The Como Region Community Onlus
Foundation

Region: Lombardy

NONUNODIMENO is a project that prevents dropouts, a phenomenon that in the Como region has taken on some of the nationally most significant and worrying proportions.

The project, initiated in 2014, was born of the realization that early departure from school has its roots in the first years of life. The intervention extends from childhood to the world of work (ages 0 to 30) and involves the entire community, which is called upon to collaborate in a tight working alliance.

The project is based on an approach called **collective impact**. All of the community's resources are utilized to activate new dynamics and processes that create a more lively and productive working environment. In the spirit of reciprocal trust, the intention is to encourage attention to children and youth and their families in Como's regional community and stimulate all the energies that can reactivate relationships that are not currently fully developed. The specific competencies and professionalism of the

people involved and the specificities of each participant serve to maximize the synergies among the diverse actors and augment the project's capacity. The project has assumed a unique form in terms of its spirit and organizational structure due to a continuous comparing of realities that are different but united by the same aim.

The 'You are one of us' project for a more innovative school

The Community of Salento Foundation

Region: Puglia

The 'You are one of us' campaign is one of the projects that our small and very young foundation has been able to carry forward. It has received various forms of support, from the collaboration of qualified volunteers to support from other charitable associations. The project has initiated a series of extracurricular workshops in suburban schools, with the objective of helping children with learning or integration difficulties to improve their approach to learning. Thanks to this opportunity, and with the help of partners and associates, a number of theatrical, artistic and musical workshops have taken place. One hundred and fifty children have participated over a three year period.

This project recently became a stable element of the activities of the foundation, and now includes various kinds of activities and courses, including some linked to technology and innovation, such as coding, computational thought and financial education.



Mechanics at school

The Ticino Olona Onlus Community Foundation

Region: Lombardy

This project established a work centre equipped with a numerical control machine and 10 CAD/CAM stations at the Bernocchio di Legnano Institute of Superior Education. The new laboratory makes it possible to plan and construct various mechanical parts: a practical educational instrument that is a marked improvement over the previous equipment and meets the requirements of regional businesses for suitably prepared professionals. It is a highly innovative project, of a total value of €135,000, that was achieved thanks to the contributions of 26 local companies who answered the calls of the High Milanese Industrial Federation and of the Cariplo Foundation. The Cariplo Foundation itself donated €68,000 to the project through the Ticino Olona Foundation.

Youth Bank

The Monza and Brianza Community Foundation

Region: Lombardy

The Youth Bank project has the objective to create groups, transform young people into protagonists in their own community and develop the philanthropists of tomorrow. The project involves a course aimed at 3rd- to 5th-year students at selected secondary schools. Following the course, the children are involved in the creation



and management of a finance panel for the selection of social and cultural projects of not-for-profit organizations in the Monza and Brianza region. The youth involved meet each not-for-profit organization and evaluate the projects. Each year the foundation allocates a budget to fund the selected projects. **In five years approximately 60 students from the Superior Institutes of Monza have participated in the management of five selection panels.**

NEET generation

The Lecco Province Foundation

Region: Lombardy

In 2015 the foundation started a fund dedicated to the Living Land Project for the **support of young people not engaged in employment, education or training (NEET)** in their transition to adult life. In this way the foundation has become a hub for the gathering of territorial resources by offering a platform to receive contributions from public associations, businesses, non-profit organizations and private citizens in favour of community and the ideas of 'generative welfare'. In two years the fund has collected over €1,200,000 from 470 donors. Through this activity the foundation serves as an active entity in the region and not merely a distributor of contributions.

Moreover, the public institutions and civil society groups that could receive donations directly have chosen to collect them in the foundation fund because of the role of guarantor that the Foundation has assumed among the citizens of Lecco. This has been made possible due to **credibility** the foundation has established in over 15 years of activity, including the direct

promotion of important achievements for the community, such as two social housing structures for elderly and frail individuals (with a third in preparation). This is therefore not a 'story' born by chance but the outcome of a longer process of close linkages between the foundation and the social dynamics of the region.

WORK AND ENTERPRISE

An incubator for EUREKA 3.0 enterprises

The Val di Noto Community Foundation

Region: Sicily

Supporting entrepreneurship through a network of partners that provides instruments for the **formation of new companies**: this is the principal aim of the **business incubator 'Eureka 3.0'** project promoted by the Val di Noto Foundation. The second edition of the project follows on the important results of the first edition, which saw the birth of four new companies in one year thanks to the network created with collaborating partners. The incubator provides support services to new businesses that operate regionally. It does so through collaboration with various institutions and organizations in the area, including the Italian Industrial Federation, the Confederation of Italian Cooperatives, CNA, the Ethical Bank, the Siracusa Impact Hub, Association of Accountants and Association of Lawyers, and the Policoro Project.

In the second edition, four new business ideas will be selected. Each company will receive contributions to cover the costs of conception and start-up costs for activities



involving the production of goods or services. Furthermore, the selected companies will have free access to the structure and services of the business incubator. The training courses that are provided in collaboration with the partners of the project cover the core elements of marketing, management, commercial law, accounting, fiscal and tax law as well as access to credit. Among the free services offered are also **consultations to develop the business idea, the choice of most appropriate legal form, as well as assistance in the formation phase and management of the company.**

Workers and Entrepreneurs for the Future of the Region

The Verbano Cusio Ossola Foundation

Region: Piedmont

This campaign for the collection of donations was initiated in 2008 to support **the LIFT Fund – Workers and Entrepreneurs for the Future of the Region**, supported jointly by the Province of Verbano-Cusio-Ossola and the Office of Commerce. It seeks to support projects that help the weakest groups. The campaign has the objective of involving regional businesses in an effort to assist workers and create solidarity in civil society for fellow citizens of the region who find themselves in difficulty due to the reduction or loss of work.

Thanks to fundraising activities for the LIFT Fund, in 2009 804 regional donors were made aware of the initiative and donated a total of €111,590 to the VCO Foundation. This represents an important result not only in terms of money raised, but also in terms of the message of solidarity and

the involvement of civil society. Private citizens contributed more than 90% of the donations. Specifically, 742 people chose to give (as workers or independently) to the cause through donations or by promoting or participating in activities, the proceeds of which were designated to support the LIFT Fund. In addition, 32 large and small regional businesses supported the project by promoting amongst their employees the donation of one hour's pay to the LIFT Fund ('payroll giving') and by double matching the collected amount. Others, public and private institutions, non-profit associations, parish churches and trade unions have supported the fund through direct donations or internal collections of their own. The most revealing figure is that 46% of the fund's contributions came from public entities in the province and the larger and smaller mountain communities that wanted to send an important signal of support for the project in addition to assisting the foundation in promoting it to citizens.

A new social economy

The Community of Messina Foundation

Region: Sicily

The Community of Messina Foundation has demonstrated that there is a way out of the systemic economic crisis and that long-term local programmes in support of a social economy are sustainable. Founded in 2010, the Community of Messina Foundation has invested €500,000 in a solar panel installation that produces an environmental and social impact and generates funds for social projects. Hundreds of families, farmers and local organizations have allowed the foundation to put solar panels on their roofs



to produce clean energy and, in exchange, have agreed to provide the surplus energy to the foundation in order to fund its social programmes. Today this provides a return of €500,000 per year in one of the most impoverished areas of Southern Italy.

One of the recent initiatives of the foundation has been to mobilize local donors, private equity investors and banks in order to transform an almost 100-year-old brewery into a sustainable social company that today employs around 150 people. Since 2016, this traditional city product has been brought back to life by the Messina Brewery Cooperative (with 15 founding members). Over the past two years, the Community of Messina Foundation has launched a public campaign to increase local demand for the products and fundraise additionally for the initiative. It has prepared an industrial plan together with the founders of the cooperative and has attracted capital worth more than €2 million.

THE ELDERLY AND PEOPLE WITH DISABILITIES

The Rediscovered Town

The Monza and Brianza Community Foundation

Region: Lombardy

The Rediscovered Town represents an absolute innovation for Italy. Modelled on Dutch experience, it will be **the first village dedicated to the care of people living with forms of dementia and affected by Alzheimer's disease**. It involves establishment

of a small town that allows patients to conduct an almost normal life and feel as if they are at home while receiving the treatment they need. Apartments, shops, a theatre, a chapel, a bar and a mini-market help patients to maintain their daily lives, and thus their residual abilities, for as long as possible. Non-invasive devices are envisaged to monitor the patients. The gardener, cashier and hairdresser are workers with specific training in assisting elderly people. This is a true revolution that invests as much in the treatment of dementia as in the welfare of the elderly. It has been promoted by the La Meridiana Two Cooperative in Monza. **The foundation supports and monitors the completion of the project by contributing to it and providing a fund dedicated to the collection of donations to the project. A growing network of private citizens and businesses is coming together to back the project.**

One Hope Centre

The Salernitana Onlus Community Foundation

Region: Campania

The Salernitana Community Foundation supports the One Hope project to create a day-care and residential centre for people with disabilities. The project was launched in 2010, following a meeting between the One Hope Association and the Foundation, and the Centre was inaugurated in December 2016. The One Hope Centre is comprised of four floors, two of which are dedicated to accommodation and two to activities for young people with or without disabilities. The project seeks to safeguard the rights of people with disabilities, guarantee social



inclusion, develop competencies and create a residential facility that maintains a family dimension.

Through the Centre, the principal role of social integration of their disabled children has been restored to families in a region in Southern Italy where people with disabilities and their families still labour to achieve recognition and dignity.

The partnership with the Salernitana Community Foundation guarantees both the sustainability of the Centre and opens possibilities for involvement of the region, which donates economic resources, professional competencies, material goods and hours of work. This is due to the community foundation's own characteristics: its capacity to collect and enhance donations and to manage funds and assets. A special fund has also been created at the foundation to sustain the Centre and its activities.



The Neighbourhood Nursing Clinic

The Canavese Community Foundation

Region: Piedmont

The Neighbourhood Nursing Clinic, a project accomplished by the Bellevue Association together with the municipality of Ivrea and the University of Turin, has resulted in the creation of a dedicated nursing clinic in which a nurse, through continual presence and a fixed timetable, guarantees that the treatment needs of the population are met. The project aims to offer free basic nursing services (injections, medications, blood pressure checks, blood sugar checks, etc.), promote training in healthy living and generate a relationship of trust between nurses and patients.

Through a collaboration with a nursing degree course (involving the presence of student interns) it also responds to the need to train **community nurses** who are not only capable of providing the requested services but also caring for the treatment needs of the population by listening and maintaining relationships with individuals (a third of whom are elderly people with lower-middle incomes). The benefit of the initiative has been recognized by all institutions, by doctors who practice in the area and above all by the beneficiaries of the service.



SOCIAL INCLUSION

For Kids-orientated Music

The Wanda di Ferdinando Foundation

Region: Marche

For Kids-orientated Music is a social inclusion course that was strongly inspired by the Venezuelan Abreu system and is intended to prevent or combat hardship through music. Supported by the Wanda Di Ferdinando Foundation, it takes place in eight communes in the province of Pesaro Urbino (a region with a strong musical orientation) and creates a network of six non-profit associations and three public institutions, including the illustrious G. Rossini Conservatory. Among the activities underway are a choir called the Choir of Voices and White Hands that uses sign language (involving approximately 40 children), a children's orchestra (with approximately 50 children between the ages of four and five), a cycle of five meetings and five concerts held on a regional level.

The professionals involved in the initiative were trained by experts in the Venezuelan approach. Another influence in the creation of For Kids-orientated Music was the special education programme created by Johnny Gomez and Naybeth Garcia that seeks specifically to **include children with disabilities in orchestras and youth choirs.**

Let's Meet at Introd

The Valley d'Aosta Onlus Community Foundation

Region: Valley d'Aosta

The project developed around the idea of meeting to prevent isolation and solitude and promote **socialization and integration.** The initiative has thus facilitated encounters between people, cultures, generations and resources in the region. The project also planned and implemented various activities involving the **population** not only as beneficiaries but also as **promoters and protagonists.** This happened in many different fields: from music to theatre, to cooking, poetry and stories. The activities concluded with a final event, open to the entire population, which presented the work of the preceding months. The community responded positively by engaging in dialogue and interacting with the various ethnic groups present at the event.





History of the first legacy of the foundation

The North Milan Onlus Community Foundation

Region: Lombardy

The North Milan Community Foundation received its first legacy in 2015, a sum of approximately €115,000 that was used, as stipulated by Mrs Ebe Previati, to increase a fund to support disabled individuals in leading an autonomous life. The fund had been created thanks to a collaboration between social services providers of the Garbagnate district of Milan and donations from many others in the area.

After the loss of her husband, Ebe Previati had dedicated herself to helping disabled people. It was precisely this interest that encouraged her to leave all her funds to those who work with people in difficulty, help them to achieve autonomy and aid them in the socialization process, nurture individual dignity and self-esteem. For Mrs Previati living with dignity was the only possible way of living.

NEIGHBOURHOOD REGENERATION

Art that transforms society

The San Gennaro Community Foundation

Region: Campania

In 2017, on the occasion of the 50th anniversary of the death of Prince Antonio de Curtis – whose stage name was Totò –

the San Gennaro Community Foundation, in collaboration with various partners, promoted the restoration of two piazzas and installed two works dedicated to the Prince of Laughter in his beloved neighbourhood of Sanità, one of the poorest in Europe. The improvements to these outdoor spaces and the plans for the decoration of the two piazzas were proposed by the University of Naples' Department of Architecture (DIARC) and shared with the residents of the area through a joint planning process.

Furthermore, in 2017 the foundation hosted famous artists from South America who involved the inhabitants of the neighbourhood in an exploratory phase of workshops to restore the history of the place and in the operational step of painting walls.

Participative street art was used as a new tool to recognize the beauty of the area, give those living there new ways of describing it and allowing visitors to appreciate its potential. In Piazza Sanità, the artist Paolo La Motta completed a sculpture, called *In-ludere*, that depicts a young boy, Genny Cesarano, killed in Sanità. *In-ludere*, which means 'to play against', represents both a warning and a hope for Sanità.



Lodge Me

Mirafiori Community Foundation

Region: Piedmont

In the 1950s, the Mirafiori quarter in Turin became the destination of large-scale internal migration due to the expansion of industry. People arrived largely from the Triveneto and from Southern Italy because of the presence of the Fiat Mirafiori industrial automobile plant. At the start of the 1960s, the population of the neighbourhood increased tenfold, reaching approximately 40,000 inhabitants. In 1962, the Municipality increased the Turin House plan with the construction of approximately 800 homes. Between 1963 and 1971, the intervention of various societies resulted in the construction of an additional 17,000 homes.

In the 1970s, the quarter, and particularly certain streets, acquired a bad reputation, that of a 'dormitory quarter' with a high population density, isolated from the surrounding areas and filled with inhabitants with social problems. Between 1999 and 2006, the South Mirafiori neighbourhood was the beneficiary of important urban regeneration, transformation and youth initiatives and investments.

The Mirafiori Foundation, established in 2008, has launched numerous projects that, after an initial experimentation period supported in terms of planning and financing by the foundation, have grown both in terms of social impact and in their ability to expand citizens' involvement.

Lodge Me, established in 2012 by the Aris Association with support from the Mirafiori Foundation, promotes hospitality towards students in private lodgings in the area of via Roveda, principally foreigners enrolled at the Polytechnic of Turin. It seeks to respond to the temporary housing needs of scholarship recipients, interns and doctoral students, providing controlled prices and a standard registered contract. It also builds income for Mirafiori inhabitants, prevalently elderly people, who accommodate the young people.

The project represents a model of diffuse accommodation that contributes, in a non-standard way, to management of the housing stock and revitalizes the neighbourhood from a cultural standpoint by stimulating hospitality and curiosity among local residents about different cultures. From an economic standpoint, it provides incentives for the local economy, resulting in renewal of the area (which is mostly inhabited by elderly people). In 2017, the Compagnia di San Paolo financed the project as part of its Housing Programme. This will make it possible to export the model in support of similar approaches in other contexts.



CONCLUSIONS

New institutions for the communities of the future

Felice Scalvini, Assifero

As the authors who have contributed to this publication acknowledge, the journey for Italian community foundations has only just begun and yet it already appears to be a varied, effervescent and important voyage. Ever since it supported the first pilot programme almost 20 years ago, the Fondazione Cariplo has supported the growth of community foundations, followed by the Compagnia di San Paolo and Fondazione Con il Sud.

The movement has not only been about multiplication but, in many cases, about diversification. It is evident on an international scale that community foundations evolve naturally into models tailored to individual local communities: rural or urban, developed or developing, homogeneous or characterized by significant cultural and ethnic diversity.

Communities are like people: they all have similar elements but no two are exactly the same. However, all communities share a need for a connective fabric, factors that encourage integration, and opportunities (given the diverse individuals and organizations living and operating within them) to get to know one another, find common ground, and identify, even if only in specific fields, a shared project or a common goal. Without all of the above, there is no community.

These have been constant features in Italian history. Bell towers, town halls, piazzas, markets, schools, associations, political parties, industrial zones, trade unions – these are all places and forms of community action which have been created, and changed and renewed throughout Italy's history. They have made Italians who they are today. They represent a widespread social capital and network that is indispensable for a harmonious coexistence and satisfactory development not only on an economic level but also on cultural, civil and spiritual levels.

Today these institutions often find themselves in crisis when facing the challenges and transformations posed by modernity. During every era, many things change, expire and are created within communities. Sometimes these processes bring positive results. At other times they result in stagnation and decline, and sometimes even in a tragic regression. The power interwoven in the fabric of communities can be lost or take on negative connotations: for example, if they ignore the mechanisms which allow people and organizations to synchronize their interests, live and work well together, conflicts may explode.

A community foundation is ...

*"It is a philanthropic body born from the will of a community and which has the task of **activating appropriate actions to support regional development**, making apparent the difficulties and disadvantages of a region and building on its strengths in order to achieve real improvements at the socio-economic level of the community."*

It is for this reason that we need to build, both early and on an ongoing basis, positive antibiotics for the destructive germs that each community harbours within itself. Above all, these antibiotics are represented by organizations and institutions that are founded on positive values, employ working methods that have evolved over time and are in line with local contexts and current developments.

Italian community foundations have demonstrated that they are able to be all these things. They have shown that they are consistently able to gather and sustainably introduce positive initiatives within their local communities and advance the transformative approaches that our times demand.

Our hope is that – partly through the collective action coordinated by Assifero – community foundations continue to consolidate and multiply their experiences until this produces a positive epidemic of community philanthropy initiatives and experiences in Italy.

Thanks in part to the first national conference of community foundations in late 2017, this is a challenge that we are confident will keep growing and become ever more shared among community foundations and with other stakeholders. It is also a challenge which Assifero and all of us individually will endeavour to support with as much energy, knowledge and passion as we can for many years to come.

A community foundation is ...

*"An organization that is mindful of the needs and resources of the territory in which it is based, and links local stakeholders with the different necessities that arise. It is an entity that is able to **build bridges, maintain relationships, put into motion long-term sustainable mechanisms for future generations, giving rise to lasting innovative processes.**"*

PROFILE OF ASSIFERO

WHO WE ARE

Founded on 14 July 2003, Assifero is the national association of Italian grantmaking foundations and institutional philanthropy organizations.

Assifero has become the reference point for private philanthropy in Italy, associating the leading private foundations (family foundations, corporate foundations and community foundations) and other funders. It is a platform in which knowledge, tradition, capacities, competences, connections, credibility and financial resources are invested into sustainable human development for our country.

VISION

To increase information sharing, the exchange of knowledge, innovative approaches and impact assessment methodologies, to build relationships and collaboration in order to make Italian institutional philanthropy more informed, more connected and more effective.

To build the visibility and reputation of Italian private foundations representing the sector in order to enhance the recognition and influence of Italian institutional philanthropy at national, European and global levels.

VALUES

Assifero identifies institutional philanthropy as a social and economic environment, animated by not-for-profit organizations that catalyze resources, largely yet not solely of an economic nature, that are derived from various sources. They redistribute them in diverse forms – grants, investments, goods, services – for the common good, social benefit, solidarity and sustainable human, social, economic, civic and cultural development.

Assifero members acknowledge the values and principles stated in the Charter of the Principles of Accountability adopted in May 2016.

These principles represent shared values which the foundations endorse, in line with their own mission and vision.

MISSION

Assifero works to promote an Italian institutional philanthropy that is more visible, informed, connected, effective and acknowledged at all levels as a strategic partner in sustainable human development.

Today's social, economic and cultural challenges are complex and can only be addressed together.

INTERNATIONAL NETWORK

Assifero can count on an effective international network: it is a member of EFC, the European Foundation Centre, of the Donors and Foundations Networks (DAFNE), a network that consists of all national associations of philanthropic foundations in Europe, the Worldwide Initiatives for Grantmakers Support (WINGS), the Italian Alliance for Sustainable Development (ASviS), and Ariadne – a European network of funders for human rights and social change. It is also associated to the Global Fund for Community Foundations (GFCF) and to the European Community Foundations Initiative (ECFI).

In line with our four-year strategic plan, Assiferoo ...

- supports the development of human resources and organizations. Assifero seeks to reinforce the analytical, organizational and managerial

capacities of its members and improve the performance and capacity to achieve their philanthropic mission.

- offers a centre of information, communication and knowledge sharing. Assifero seeks to facilitate collaborative peer learning and knowledge exchange among its members and between its members and other stakeholders. Assifero also strives to increase the visibility and expand the reputation and influence of Italian institutional philanthropy.
- convenes and promotes. Assifero seeks to enlarge the capacity of its members to carry out collaborative actions, increase membership and provide support for the establishment of new private foundations.
- advocates and creates an enabling environment. Assifero has a medium-term strategy to build an enabling environment for effective institutional philanthropy in Italy.

In summary, Assifero offers its associates:

- Representation: It is increasingly acknowledged that Assifero is able to interact and influence different stakeholders to improve the enabling environment for visible and effective institutional philanthropy.
- Information and knowledge sharing: Assifero sends a weekly press review and a weekly newsletter to over 2000 selected contacts among its members; it organizes seminars, conferences and peer learning events for different target groups.
- National Civil Service: In 2016 Assifero was accredited as an authorized national association for the National Civil Service (SCN) and can offer its members projects to involve young

volunteers for one year.

- Networks and relations: Assifero promotes working groups and offers assistance to collaborative programmes and funds, showcases the good practices of its associates and supports comparison and interaction opportunities also at an international level.
- Technical support: Assifero offers specific legal, fiscal and strategic support, including in the implementation of the 2017 Third Sector Law reform.

CONTACT

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APPENDIX

ADDENDUM

<https://www.communityfoundations.eu/community-foundations-in-europe/atlas.html>
http://communityfoundationatlas.org/explore/#directory=1|search_foundation=italy

LIST OF COMMUNITY FOUNDATIONS IN ITALY

- Fondazione Comunitaria del Varesotto Onlus
- Fondazione Comunitaria del Verbano-Cusio-Ossola
- Fondazione Comunitaria della Provincia di Cremona Onlus
- Fondazione Comunitaria della Provincia di Lodi Onlus
- Fondazione Comunitaria della Valle d'Aosta Onlus
- Fondazione della Comunità Bergamasca Onlus
- Fondazione della Comunità Bresciana Onlus
- Fondazione della Comunità Clodiense Onlus
- Fondazione della Comunità del Novarese Onlus
- Fondazione della Comunità di Mirafiori Onlus
- Fondazione della Comunità di Monza e Brianza Onlus
- Fondazione della Comunità locale ProValtellina Onlus
- Fondazione della Comunità Salernitana Onlus
- Fondazione Comunitaria del Lecchese Onlus
- Fondazione di Comunità del Canavese Onlus
- Fondazione di Comunità del Centro Storico di Napoli
- Fondazione di Comunità del Salento Onlus
- Fondazione di Comunità di Messina
- Fondazione Provinciale della Comunità Comasca Onlus
- Fondazione Santo Stefano Onlus
- Munus Onlus - Fondazione di Comunità di Parma
- Fondazione di Comunità Val di Noto
- Fondazione Comunitaria del Ticino Olona Onlus
- Fondazione Comunitaria della Riviera dei Fiori Onlus
- Fondazione Comunitaria Nord Milano Onlus
- Fondazione Comunitaria Savonese Onlus
- Fondazione Comunitaria Terra d'Acqua Onlus
- Fondazione della Cassa Rurale di Treviglio
- Fondazione della Comunità del Territorio di Cerea Onlus
- Fondazione della Comunità della Provincia di Mantova Onlus
- Fondazione della Comunità Veronese Onlus
- Fondazione di Comunità della Sinistra Piave Per La Qualità Della Vita Onlus
- Fondazione di Comunità di Carmagnola
- Fondazione di Comunità Vicentina per la Qualità di Vita Onlus
- Fondazione Riviera Miranese
- Fondazione di Comunità San Gennaro Onlus
- Fondazione Comunitaria della Provincia di Pavia Onlus

URLs and brief descriptions

GFCF 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.

<http://www.globalfundcommunityfoundations.org/>

CHARLES STEWART MOTT FOUNDATION

We envision a world in which each individual's quality of life is connected with the well-being of the community, both locally and globally.

<https://www.mott.org/>

EFC EUROPEAN FOUNDATION CENTRE

The EFC is the platform for and champion of institutional philanthropy. With more than 200 member organizations, we aim to help nurture an environment where philanthropy can flourish as it tackles many of today's greatest challenges.

<http://www.efc.be/>

DAFNE DONORS AND FOUNDATIONS NETWORKS IN EUROPE

DAFNE is an informal network gathering donors and foundation associations in Europe with the aim of providing a platform to share knowledge and learn from best practices.

<https://dafne-online.eu/>

ACRI

Established in 1912, Acri represents the joint-stock savings banks and the 'foundations of banking origin' that came into existence in the early 1990s pursuant to the enactment of the so-called 'Amato' law no. 218/90. Acri performs its activities solely in the interest of its members, both banks and foundations. It represents and protects their interests and provides operational support.

<https://www.acri.it/>

ABOUT ECFI – EUROPEAN COMMUNITY FOUNDATIONS INITIATIVE

The European Community Foundation Initiative (ECFI) is a collaborative initiative committed to strengthening and promoting the community foundation movement in Europe.

ECFI is hosted by the German Association of Foundations (Bundesverband Deutscher Stiftungen) and is run in partnership with the Centre for Philanthropy (Centrum pre filantropiu) in Slovakia. ECFI works with community foundations (CFs) and community foundation support organizations (CFSOs) primarily through facilitating and stimulating interactions to enable learning, knowledge-building and empowerment. ECFI is also engaged in the mapping and analysis of CF activities and in disseminating information that will facilitate development of the field. ECFI strives to be a central point of contact for wider engagement within the global community foundation movement.

ECFI'S THEORY OF CHANGE

ECFI believes that by creating spaces and opportunities for cross-national dialogues, relationship-building and sharing of the experiences and practices of community foundations and other philanthropy practitioners (on a variety of themes of global and cross-national importance) at various levels it will result in impact in relation to capacity, capability, connections and credibility within the community foundation movement. Specifically ECFI will:

- facilitate individual and organizational learning and expertise;
- inspire individuals and organizations to leadership and joint action;
- produce practice-based knowledge;

- empower CFs in dealing with difficult issues in their communities and own development trajectories;
- grow mutual solidarity and strengthen the CF field overall;
- complement face-to-face interactions with virtual spaces and online tools and resources.

ECFI'S STRATEGIC PRIORITIES

- Facilitating interaction and learning, sharing new knowledge and fostering collaboration among CFSOs in Europe to strengthen the support infrastructure
- Inspiring and facilitating growth in the CF field in Europe
- Stimulating CFs in Europe to exercise their community leadership role and collaborate on pressing issues, including inequality, migration and climate change
- Building and sharing knowledge about the CF field in Europe
- Leveraging financial resources and other support for the development of the CF field in Europe

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Robert Bosch **Stiftung**



LipoidStiftung