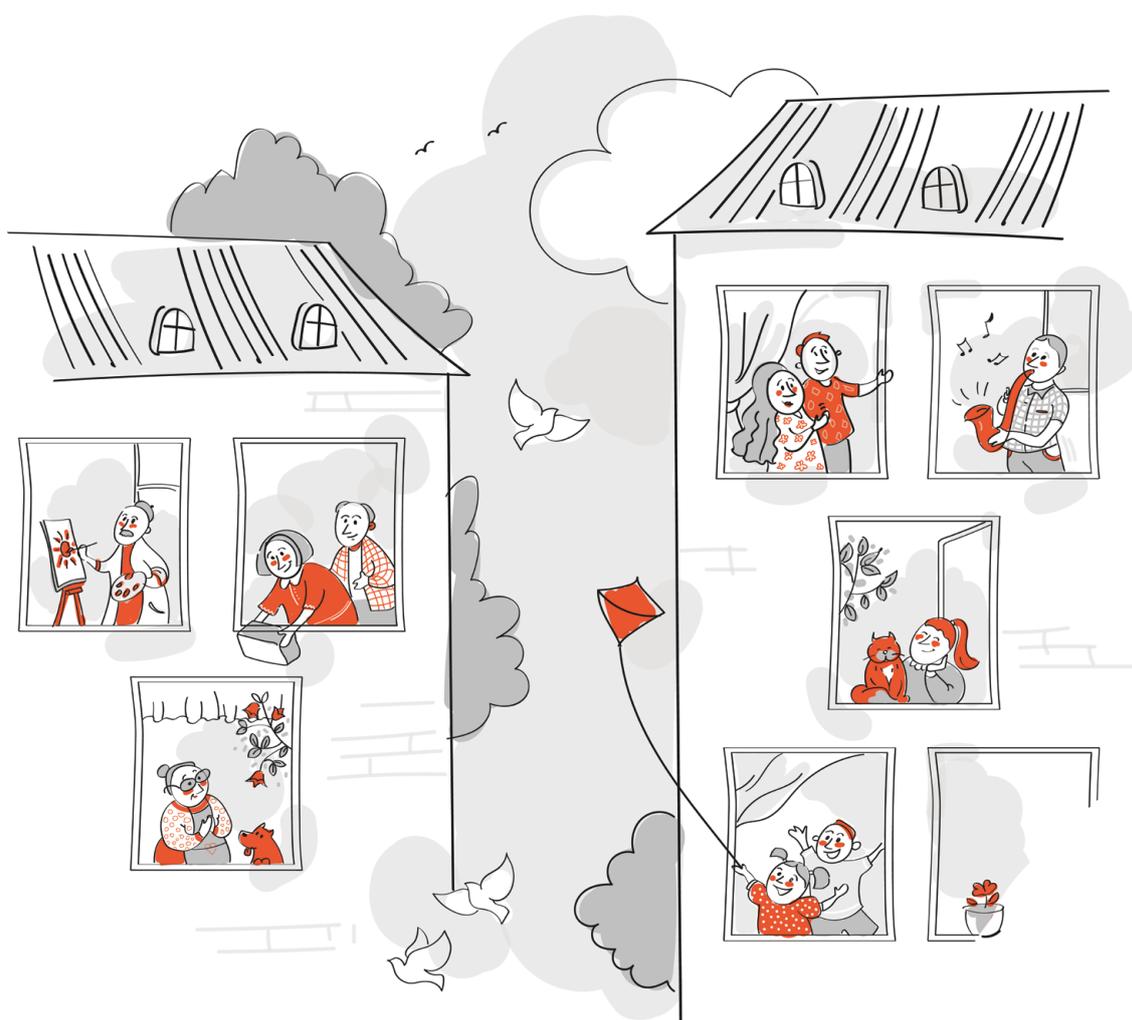


# COMMUNITY PHILANTHROPY IN RUSSIA



**CHARITABLE FOUNDATION  
FOR PHILANTHROPY  
DEVELOPMENT**

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# FOREWORD

*The present research on community foundations' activities and the role they play in local philanthropy development in Russia is based on 2021 data.*

*Today, when this report is published, there are new challenges and objectives that need to be addressed and require new approaches and formats of activities. However, CFs' professional skills and experience, their ability to develop and consolidate local resources within communities to improve the quality of life for local residents are a solid basis for successful work in the future and further development of community philanthropy.*

*Community philanthropy is a concept that has been used more and more often over the recent years. It refers not only to charitable projects and programs that deal with particular issues for limited target groups, but to a broader generosity movement, the culture of giving that is being formed and embedded in communities.*

*Community foundations are working to build this giving culture as they concentrate on communities no matter how small and remote they are. CFs found their unique niche among those who develop the models and principles for giving. They often act as connective tissue between private, corporate and state donors and their communities.*

*CFs are present in big cities and small settlements; there are knowledge hubs that train the key staff for existent and emerging foundations; CF Alliances and Schools help to understand the needs and build upon the available community resources; CFs adapt the best international practices and develop their own community engagement tools and techniques; they act as coordinators, trailblazers and ambassadors of nationwide initiatives like #GivingTuesday. This has a profound impact on community philanthropy and shows that CFs are instrumental for its development.*

*Foundations develop like living creatures – they begin with exploring the principles and opportunities of CF model, develop in their own context and find their unique place in the community. However, the key principles remain unchanged: transparency, trust and the mission to improve the quality of life for local residents.*

*The present research provides an overview of a community foundation model, that first appeared in Russia over 20 years ago. But more importantly, it shows how CFs themselves see their mission, their role in community development and their future prospects.*

*Let's wish them luck in whatever comes next.*



**Larisa Avrorina**  
Program Director, Charitable Foundation for Philanthropy Development

# ABOUT THIS REPORT

Community foundations (hereinafter – “CFs” or “foundations”) have been working in Russia for almost a quarter of a century. CFs are unique in their mission to develop communities and initiatives in various regions or settlements. In 2021, no less than 80 organizations in 31 regions of Russia applied CF model in their work.

Charitable Foundation for Philanthropy Development has been supporting development of local philanthropy and community foundations and studying the work of CFs for over 20 years. This report is being published within its Program for Support of Community Philanthropy. Its objective is to provide an overview of CFs’ role and significance, to explore the way they work, the challenges and opportunities they face. It will be useful for NGOs, donors, companies, research institutions and officials.

Community foundations started to emerge in Russia in 1998. The majority work in towns with population of up to 500,000, and nearly one-third work in very small settlements with population of 50,000 and less. Most often, CFs work in their local communities, but some of them significantly expand their area of activities to involve not only neighboring districts, but also other regions.

# WHAT CFs DO

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CFs engage in a wide variety of activities with the main goal to develop their communities. They build and support the infrastructure for community philanthropy in their cities, towns, settlements and regions, help other NGOs, strengthen relationships within communities, support civic initiatives and volunteering. CFs also implement a wide range of programs and projects for vulnerable groups, support cultural initiatives and develop arts and crafts, engage people in improving the territory, hold public events and introduce new traditions.



Recently, a new area of activity emerged for CFs associated with creating public spaces for local residents and NGOs to meet and communicate. CFs open platforms for discussions and events, coworking and street spaces.

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CFs are closely connected with their communities, constantly studying and analyzing their needs and resources. Social Passport of a Territory - a tool to study and understand communities - is successfully used by CFs for this purpose.



CFs use other proven technologies to engage with their communities. First of all, these are grant competitions. Supporting community initiatives and NGOs' projects usually with small grants is an important objective for community foundations. In 2020, CFs directed at least 500 million rubles to support their communities.

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#GivingTuesday global philanthropy day and Giving Circle are technologies to involve people in supporting social causes that have been used actively by CFs and have already proven effective.



CFs engage with broad and diverse audiences, engage supporters, raise funds from individuals. Almost all respondents (89%) noted an increase in the number of their supporters over the last three years. This became possible thanks to social media activity of CFs. CF supporters and volunteers vary in age and social status – from students to pensioners.

# CF FUNDING

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The majority of CFs that took part in the research have a number of key funding sources, including individual giving, grants, funding from local business and regional subsidies.



The current trend for CFs is the focus on large grant funding, which can be obtained from the Presidential Grants Fund and a number of large private foundations and companies. Although almost all CFs (86%) raise funding from individual donors, for the majority (66%) donations from individuals make up less than 10% of their budgets. The share of funding from local business for most CFs does not exceed 30%.

CFs' annual budgets vary greatly. One-third of the foundations have budgets ranging from 1 to 5 million rubles per year. More than a quarter – from 5 to 15 million rubles. 18% of CFs have budgets of less than 1 million rubles per year, while 15% have annual budgets ranging from 25 to 100 million rubles.

# SUPPORT AND DEVELOPMENT OF CFs

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As infrastructure organizations, CFs need all kinds of support: informational, educational, financial. It is important for them to expand their professional liaisons and communication, and exchange experience. Therefore, platforms for meetings and informal communication are of particular relevance for CFs.

It is also important for foundations to have unrestricted funds not bound by a rigid project framework that can be used for development. At the same time, organizations that have been operating for a long time and new initiatives and start-ups have different needs. On local level, it is quite difficult to find funding specifically for CF development, so it is important to find donors who are ready to support infrastructure organizations. CFs' needs include moral support and public recognition.

CF Alliances emerged on the basis of sustainable successful CFs as regional support centers. Alliances develop connections between foundations in one or more regions, help the development of new organizations, exchange relevant information and experience, and develop rural philanthropy. Alliances organize and host CF Schools – regular educational platforms for foundations, NGOs and representatives of initiative groups.

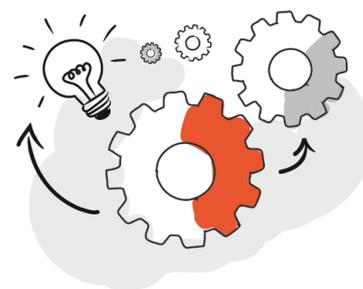


Recently, CFs have found it difficult to attract local support as resources are shrinking. Other risks associated with fundraising from external sources are related to with the legislation on foreign agents.

# WHAT CFs DO

## DEVELOP THE INFRASTRUCTURE FOR COMMUNITY PHILANTHROPY

Community foundations play the role of infrastructure organizations in their communities, help develop public initiatives, NGOs, and implement social projects on behalf of business companies and large foundations. CFs' unique function is to discover and unlock new ideas for improving the quality of life in communities, launch new social technologies (#GivingTuesday, Giving Circle, Kind Cities, etc.), develop social entrepreneurship, and build capacity of local NGOs.



*“The Foundation brings new technologies to communities. Recently, it even became possible to hold two NGO Festivals online. No one does anything like this in our region, so there is nothing even to compare it with. There is a number of foundations in the region that provide direct charitable assistance. As for community development, our mission is unique.”*

*Semyon Nikonov, Pskov*

The activities of the foundations vary depending on community needs and resources, their work is very diverse and differs from region to region. Unlike other NGOs, CFs focus on community development and support of emerging initiatives. Foundations respond to the current needs and concerns of their communities and work in a wide range of areas.

*“We are a hub, we were the first to count local NGOs and bodies of public territorial self-government, to describe local fundraising trends and carry out analytical work. We are sort of a “ministry for NGOs”.*

*Artem Peternev, Nizhneudinsk (Irkutsk region)*

## BUILD TRUST IN COMMUNITIES, SUPPORT EMERGING INITIATIVES

It is important that the majority of CFs (78%) are well aware of this role and consider building trust in community a priority. 76% of CFs noted that work with the community, involving people, and supporting local initiatives were the most important areas of activity for them.

***“Our role is to support civic initiatives. People see us as those who provide support, suggest how to implement their ideas, where to find funding. People can just call us and talk about their issues. In this respect we are also a support foundation.”***

*Ekaterina Efremova, Pryazha settlement*

CFs' role is to support various community initiatives, they bring together residents and community resources. Community initiatives develop in a wide range of forms and involve various groups of residents. CFs respond to requests from local residents, and in recent years such areas as support for sports initiatives and healthy lifestyle projects (35%), tourism and environmental projects (24%) have become more relevant. It turns out community foundations began to support more initiatives not only in the field of particular problem-solving, but also aimed at local development, hobbies, leisure, etc. People address CFs with initiatives that are of interest to them personally.



***“There is a significant increase in public initiatives in Perm Territory. For example, in 2021, 96 projects were submitted for the Solidary Communities competition in Perm, and 30 projects in another region. We did not invite anyone in particular to take part in this competition, we simply sent out an information mailing to representatives of NGOs and activists in rural areas. This resulted into a huge response and activity. People in the region want to be agents of change, there are many new initiatives and ideas.”***

*Nina Samarina, Perm*

To develop an initiative, you need inspiration, atmosphere, and an ecosystem of support. Working with local initiatives is painstaking work with a delayed, non-obvious outcome. Building a community around a foundation and engaging supporters in a meaningful way requires strategic vision and effective use of community engagement tools and techniques.

## HELP OTHER NGOs DEVELOP

59% of CFs support local NGOs. They do it through direct financial support, grant competitions, raising funds from local donors, and through information about new non-profit technologies, expert assistance and consulting.

65% of CFs support NGOs through training and education, 68% organize internships and exchange experience. CFs are often contacted with questions about writing applications for federal grants or reports, and on other legal, administrative and financial matters.



***“Other NGOs have become initiators of community foundations, as they want to create a structure that understands the needs of communities and sees how things are on the ground. An NGO may be doing something it deems necessary and important, however the local community may not accept or appreciate these initiatives. CFs used to be created by local people and based on bottom-up initiatives, but now it is an initiative of NGOs seeking to take root in the territory.”***

*Snezhana Frantsuzova, Penza*

## DEVELOP VOLUNTEERING IN COMMUNITIES

68% of CFs work with volunteers of various age groups, involve them in charitable activities, etc. Both younger and older people willing to share their skills and experience volunteer for CFs.

*“We have a community of people who are into cycling. They came to us with the idea to create cycling routes. We supported them with a small grant of RUB 20,000, and they were able to raise a lot more and implement their idea. What they needed was basically moral support, encouragement and, in fact, recognition.”*

*Oleg Sharipkov, Penza*



## SUPPORT VULNERABLE GROUPS

65% of CFs implement programs to support vulnerable groups: elderly people, families in need, and children. They collect material aid – food and clothes with volunteers, and provide individual direct assistance. During the pandemic, CFs turned into centers of public support for those in need of assistance, medical workers and institutions. CFs organized the work of volunteers, cooperated with hospitals, and businesses that wanted to help.



*“During the pandemic, we launched Healthy Angarsk program with the objective to support medical community, work with Angarsk residents who survived COVID, deliver respiratory etiquette lessons in schools and kindergartens, and support volunteers who were helping during the pandemic.”*

*Alina Ionova, Angarsk*

*“We won a grant for children with disabilities, we will develop clubs in six settlements, they will work with families that have children with disabilities. We work mainly with parents, and the initiative comes from them. Volunteer system works well, schoolchildren are involved.”*

*Guzel Nurieva, Perm region*

CFs joined the activities of Zabota Ryadom (Care is Near) Coalition and Silver Age Alliance to develop a system of public care for the elderly. 22% of CFs are regional coordinators of programs of large private foundations. The majority (84%) implement projects with the support of major donors.

*“Today, the foundations have been transformed based on the local needs – some are engaged in assistance to the elderly, others may do landscape design. But all activities are implemented together with the community, with the people.”*

*Vera Barova, Tyumen*

## SUPPORT LOCAL CULTURE AND TRADITIONS

CFs have always supported local culture and crafts (54%). They involve people in charity events, organize cultural activities, hold annual city events, etc. Charitable activities of foundations are becoming part of local culture in cities and villages. Annual marathons, charity Xmas events, city fairs and more are imprinted in the cultural code of the community. In some regions, traditional crafts are being revived (Melnitsa, Pryazha).



*In Tot'ma, Vologda Region, the "Salt of the Earth" foundation implements the "Salt in Traditions" project to open a new House of Traditions and Crafts "Cloudberry". The project is bringing in cultural workers and local artisans to furnish a home that has been abandoned for several years. The goal is to popularize traditional folk culture of Totemsky district and Sredneye Posukhonye area.*

*Source – Foundation website*

## DEVELOP COMMUNITIES IN REMOTE AREAS

59% of CFs are engaged in development and support of remote areas (villages and rural settlements). CFs help small communities grow, share their experience and bring in relevant technologies. Active people turn to regional foundations for advice and assistance in organizing their work. The foundations work with TOSs (territorial self-governance bodies) and other associations of residents, contribute to the development of local self-government. The "School of Active Citizen" project is implemented in a number of regions.



*"We are now working as a resource center, supporting rural areas, working with the elderly, developing civil society – NGOs, seminars, information, capacity-building. We created an association of 50 NGOs in the region, there are about 2,000 NGOs. Even in the difficult COVID year, new NGOs were created. In 2021, the number of NGOs increased by 53 compared to 2020."*

*Natalia Tamarova, Ulyanovsk*

*"Grassroots activity increased, primarily that of TOSs. But most often they prefer not to register as legal entities due to lack of information, they do not understand how NGOs work and what steps to take if they decide to register."*

*Artem Peternev, Nizhneudinsk (Irkutsk region)*

## CREATE PUBLIC SPACES

Development of public spaces has become a relatively new area of CF activities. 38% of foundations stated this area was a priority for them. Spaces and venues for meetings and events were created by CFs in Penza, Pryazha, Arkhangelsk, Samara. Public spaces are essential for NGOs and communities; they become points of growth for initiatives, because they are universally accessible and open to everyone.



*“Now, it is use a public residence as a platform. People up who have not previously taken part in our activities. There is interest in the residence itself are getting there are requests from people who want to hold their events with us. We have already held six events for 89 unique visitors out of the total population of 3,000 people.”*

*Ekaterina Efremova, Pryazha*

*“An open space is the most in demand service for NGOs and communities. There are many spaces, but they may be quite privileged. Making a space that is easy to get into is a necessary service for any community. Saturdays and Sundays are busy throughout the day. Communities gather for their events: Lisa Alert conducts seminars for beginners, young mothers gather on their occasions, etc.”*

*Oleg Sharipkov, Penza*

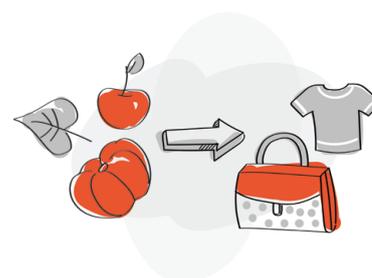
## ENGAGE PEOPLE IN LOCAL IMPROVEMENTS

41% of CFs carry out activities to improve local parks, public areas, and places of recreation. To do this, they engage volunteers, find partners, and hold fundraising events. The foundations involve creative people in the improvement of spaces in the city, initiate public discussions about what residents need and what they would like to make of local park or playground. It brings people together and relieves tension in communities.



## DEVELOP SOCIAL ENTREPRENEURSHIP

Social entrepreneurship is a trend taken up by many CFs that began to help social entrepreneurs in their regions (27%). For example, the School of Rural Entrepreneurship operates in Arkhangelsk.



*“We work a lot with entrepreneurs, we have the School of Rural Entrepreneurship. We teach them to develop their business, and also talk about community development, introduce them to NGOs, and try to build the discussion around their social impact. In fact, entrepreneurs, especially in rural areas, do a lot of social work, but as a rule, they do it alone, when they could partner with NGOs. We look for such initiatives, introduce businesses to NGOs, and build partnerships. For example, there is a design bureau that helps to design eco-bags for an organization that works with people with disabilities. The organization has a workshop where its members now sew bags with original designs, and these bags are in great demand. By the way, another entrepreneur sells these bags and transfers all the proceeds to this NGO.”*

*Marina Mikhailova, Arkhangelsk*

In Irkutsk Region, Novy Angarsk Foundation has been implementing a program to support rural entrepreneurs and social enterprise start-ups for two years. The foundation also began to cooperate with the Union of Women Entrepreneurs in Irkutsk.

Many CFs themselves started to use this model in their work. In Karelia, the Melnitsa Foundation works to revive local crafts, and sells products made by Karelian craftsmen. In Penza, older volunteers knit patchwork blankets, and the funds from sales are used to support the foundation's programs.

The program "CSOs Creating Economic Opportunities for Local Communities" of the Charitable Foundation for Philanthropy Development supports this area of activity.

## STUDY COMMUNITY NEEDS AND OPPORTUNITIES

46% of CFs noted that they assess the needs of their communities. Foundations are community-led, it is important for them to be in contact with their community and receive feedback on people's needs and resources. The most common way to approach this is the analysis of social media (97%) where most communication takes place, but foundations also conduct surveys. In Irkutsk Region, they came up with and launched a project that helps to collect information about all urban communities.



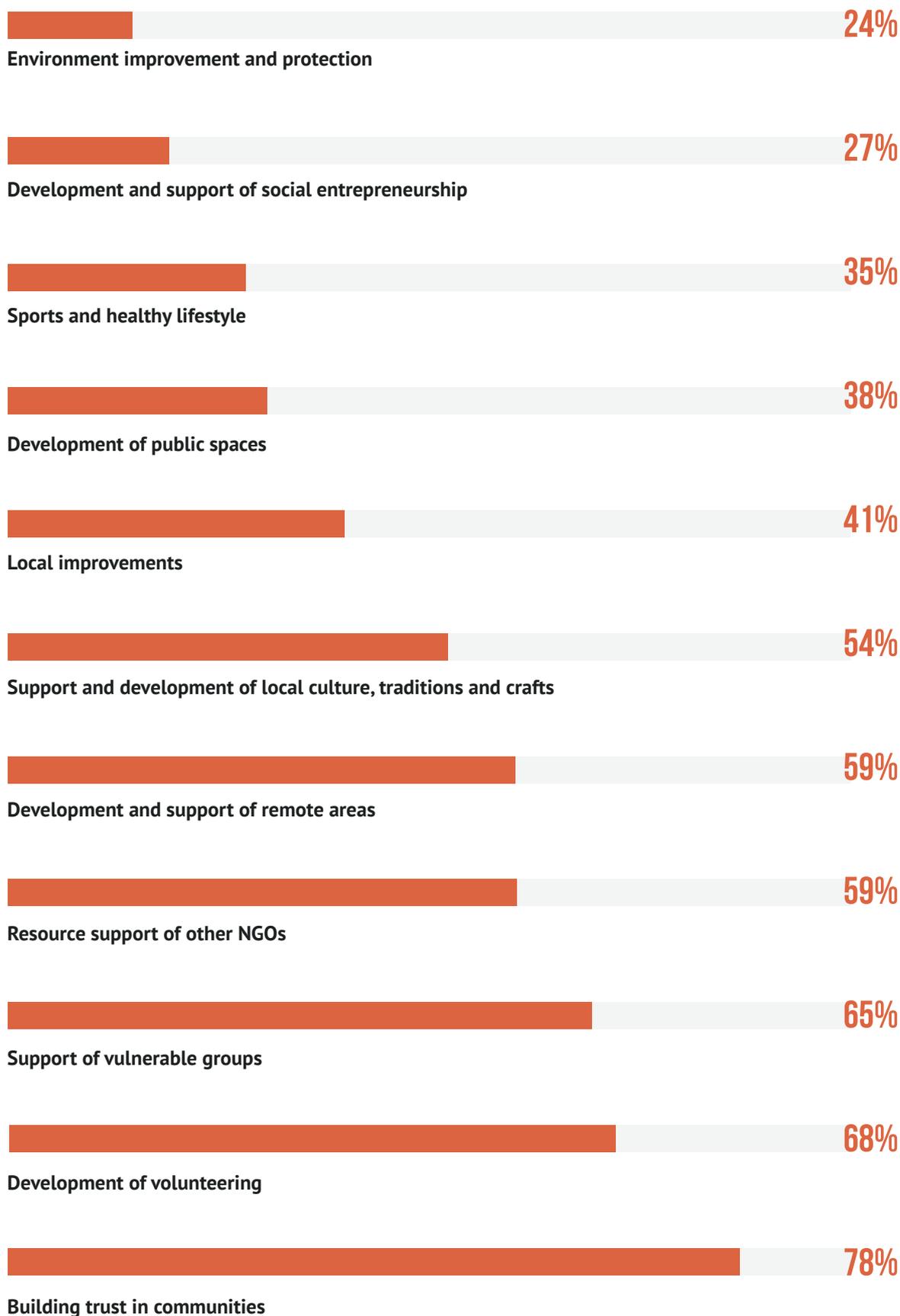
*“The program is called Metro of Urban Communities – we marked all existing urban communities on the online map, we collected all the information, structured it, made a rating, and published grant history of each community. On the map, NGOs can find partners, and businesses or ordinary people can find out what kind of help organizations need, or where volunteers are needed”.*

*Artem Peternev, Nizhneudinsk (Irkutsk Region)*

CFs also conduct surveys, questionnaires (89%), round tables and discussions (68%). The foundations use an already proven model for studying the needs and opportunities of the community – Social Passport of a Territory.



Which areas of work have been the priority for you over the last three years?



# TECHNOLOGIES AND PRACTICES

CFs adapt successful international practices and use the best national practices to engage with their communities.

## CITYWIDE CHARITABLE EVENTS AND ART FUNDRAISING

CFs actively involve people in city charitable events (95%), organize creative activities – for example, in the format of art fundraising, put on performances and shows (51%). The foundations accumulated considerable experience in various formats of creative engagement.

*“People like this form of interaction, they love theater, we raise money. It has become a tradition in the city. But due to the pandemic, this is happening less often.”*

*Christina Kostina, Pervouralsk, Sverdlovsk region*



*“There are more than 30 activities and events in our charity calendar.”*

*Olga Badryzlova, Golyshevanovo, Tyumen region*

## GRANT COMPETITIONS

86% of CFs have their own grant competitions.

Grant competitions to support local initiatives and NGOs form the basis of activity of the majority of CFs. Unlike major donors, CFs usually provide small grants for implementation of specific initiatives. Thus, a person or a group of people, or a small NGO can quickly see the outcomes of their work. Small amounts motivate active participants to implement their ideas, achieve results quickly and report easily. Through this they gain experience in implementing charitable projects and can move on, develop new ideas, bring them to life, and attract more substantial funding from other sources.



*“Mini-grants for specific activities are a very successful technology. For example, people painted graffiti on environmental topics and made the city more beautiful. Mini-grants are a good tool to support people's initiatives over a short period.”*

*Mikhail Chernov, Tchaikovsky, Perm Territory*

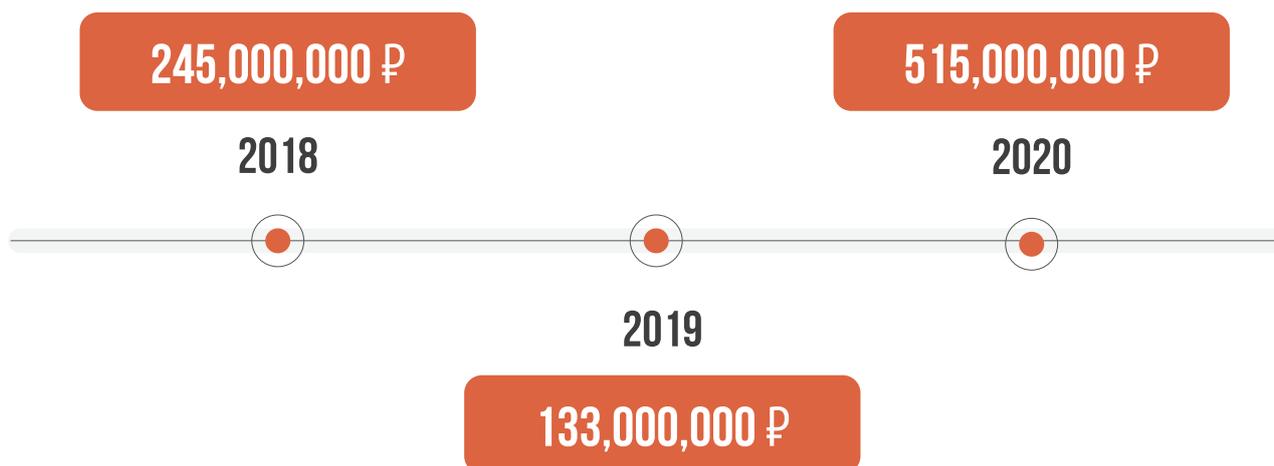
*“We have a quite substantial grant pool, we received two subsidies and are holding three competitions. Thanks to the competition, 13 NGOs and 67 initiative groups were supported. Creative spaces emerged. Projects continue to live, and attract funding from other sources.”*

*Olga Badryzlova, Golyshmanovo, Tyumen Region*

## CFs DIRECTED AT LEAST RUB 500M TO SUPPORT AND DEVELOP COMMUNITIES IN 2020

The amount of funds directed by CFs to develop communities and support local NGOs increased over the last three years. In 2020, the amount doubled compared with 2018 and almost quadrupled compared with 2019 when we saw a significant decrease in funding.

**Amount of funding to support community initiatives through grants, competitions, etc., RUB million.**



At the same time, local grant competitions are no longer the unique role of CFs, as new sources of funding emerge for NGOs. According to the leaders of CF Alliances, the role of CFs in communities has changed significantly in recent years. CFs used to be unique providers of grant competitions to deal with local problems and support community initiatives. Today, many organizations act as operators of grant competitions in the regions. Regional NGOs are now supported by the Presidential Grants Fund, local departments and ministries, companies and private foundations.

*“Life has changed a lot. 20 years ago, we were the bearers of the idea of competitive distribution of funds, we were unique in this respect. Today it is no longer possible to compete with other grant operators. Now the uniqueness of CFs depends on their technology of community engagement. Not the amount of resources, but the ideas and opportunities to pool resources.”*

*Vera Barova, Tyumen*

## #GIVINGTUESDAY

#GivingTuesday – a global generosity day – has been held in Russia since 2016. The majority of CFs (84%) noted they take part in it on a regular basis and use it as a technology to work with their communities. 43% of CFs joined #GivingTuesday for the first time in 2021. Eight CFs are regional coordinators of #GivingTuesday movement in the country – they organize their own charitable activities, inspire and motivate other NGOs and people.



*“We are involved in #GivingTuesday movement, our “Generous Jam” initiative has already become a tradition and people ask us if we are going to organize it this year.”*

*Elena Shinkaryuk, Nadym*



## GIVING CIRCLE

The international technology Giving Circle is gaining more and more popularity among CFs. The simple idea behind Giving Circle works for cities, small towns and villages. Giving Circle brings together people who are ready to co-fund initiatives of local residents and NGOs with money or get involved as volunteers, to help solve local problems. Of the study participants, almost half (43%) noted that they conduct Giving Circles on a regular basis or did so at least once.



*“Giving Circle technology transformed into the “Many a little makes a mickle” program, where we accumulate not only money, but other material resources to support local initiatives, and we replicate this in many territories where there are foundations, members of the CF Alliance. Last year, this program was implemented in 8 regions. In Igrinsky district of Udmurtia alone, 4 Giving Circle events were held in isolated areas.*

*Nina Samarina, Perm*

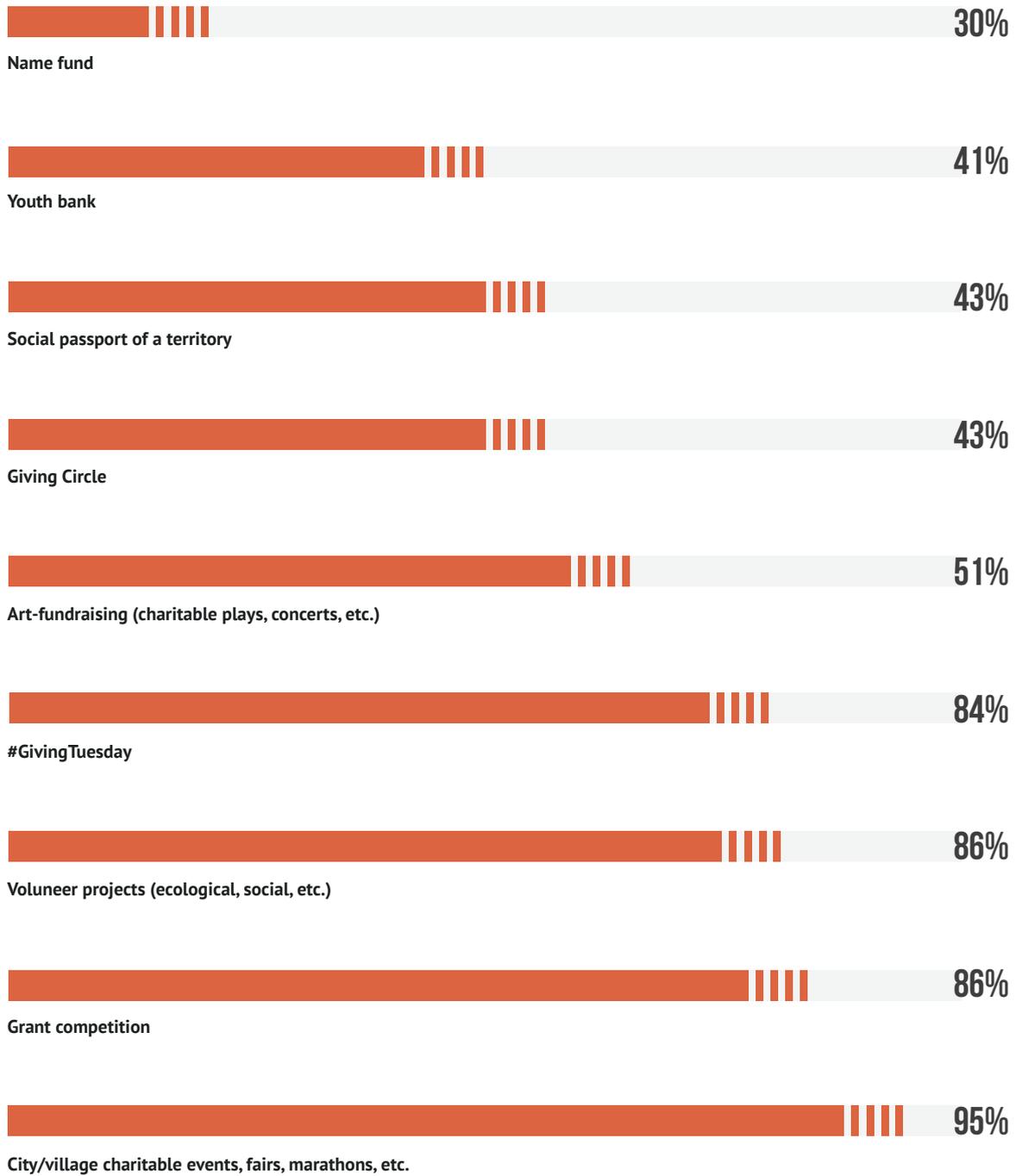
## SOCIAL PASSPORT OF A TERRITORY

Social passport is a basic technology for collection and analysis of data on local community needs and potential. The technology is well-known to CFs, 43% of respondents already applied this tool in practice.

*“When we worked on the social passport, we involved NGOs and municipal institutions. The NGOs carried out the survey themselves, and felt empowered by the experience. We did it together with NGOs and it became a collaborative project. NGOs felt ownership of the results and were united by the joint activities.”*

*Alina Ionova, Angarsk, Irkutsk Region*

## What community engagement technologies and practices do you use?



# CF SUPPORT CIRCLE

## 89% CFs NOTE AN INCREASE IN THE NUMBER OF FOLLOWERS ON SOCIAL MEDIA

CFs' success builds on the trust and support of local residents and organizations. Forming a circle of support is a key task for community foundations. Community support for foundations can manifest as participation in events and grant competitions, following on social media, involvement in volunteer activities and, of course, giving money to a CF.



Almost all respondents (89%) noted an increase in the number of supporters of their organizations in the community over the past 3 years. In particular, 46% of CFs noted that the number of their supporters increased sharply.

The majority of CFs (89%) note an increase in the number of followers on social media. Social media activity is the key tool for communications and interaction with supporters of the foundations.

*"We are doing everything to promote the activities of NGOs. We want to launch a social media challenge, ask the residents questions, involve them. We have a project "The faces of NGOs", where every month we write about our work. We tell residents about foundations, NGOs. People still know very little about local organizations, about the CF, they give 100 rubles to Rusfond and that's it."*

*Alina Ionova, Angarsk, Irkutsk region*



The increase in the number of foundation supporters is reflected in the dynamics of funds raised from individuals. 49% of CFs report an increase in the amount of individual donations over the past 3 years, while 43% also note an increase in the number of such donations. Some CFs obtain recurrent donations from their supporters, to ensure sustainable support for their activities.

*“The circle of support is growing. We deal with recurrent payments. First of all, we receive them from those who have been with us for a long time. Now they do it regularly, which is a new level of trust. Our support team consists of small and medium-size businesses. That’s it. These people are employed in the economy, they understand well what is actually happening. They see the role the foundation plays and consider us important.”*

*Oleg Sharipkov, Penza*

Despite the positive figures, many CFs note that raising funds from individuals is a complex process, success largely depends on the resources of the community itself, the wellbeing of people, and economic stability.

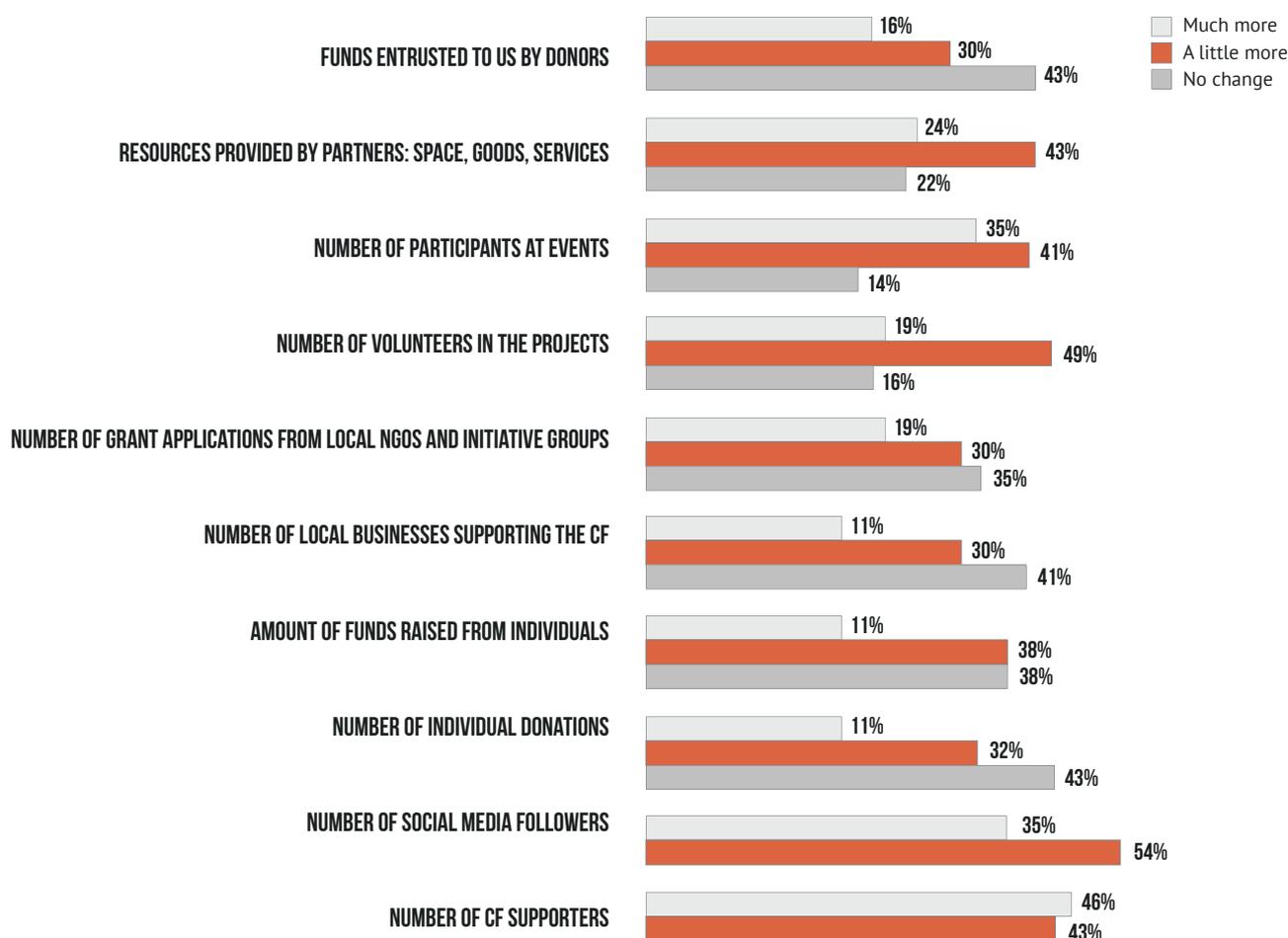
*“We have difficulties with our circle of support. It is a challenge for our small community with very limited resources. Of course, there are people who support us, there is a share of individual donations. There is support on the ground, within Giving Circles. Our role is the development of initiatives themselves.”*

*Ekaterina Efremova, Pryazha, Karelia*

*“Donations from individuals are difficult to collect, although we use different methods. People give to support our statutory activities, which is surprising in a way. Most often people simply call and offer their help – clothes, goods, products, money – ask who needs it and where.”*

*Alina Ionova, Angarsk, Irkutsk region*

### How CFs assess the dynamics of their work over the last three years



# THE MOST ACTIVE COMMUNITY MEMBERS



Middle-aged people (35-60 years old) are the most active participants of CFs activities, according to 89% of CFs. Traditionally, women are more active than men. The foundations reported a significant gender gap: 72% of women and only 28% of men.

In the opinion of the heads of foundations, their target group changed: they used to work with representatives of municipalities, schools, cultural centers, but now veteran organizations, local residents, including young people and small business are more active.

## SILVER-AGE VOLUNTEERS

An increase in the activity of people of retirement age can be considered a special trend in recent years. This was encouraged by a number of federal initiatives and large-scale programs of private foundations (Older Generation of Elena and Gennady Timchenko Foundation, Active Longevity project implemented in the regions as part of the Older Generation project, Silver Age Alliance). More than a third (35%) of the CFs noted that people over 60 were the most active group in their communities.

*“Silver-age volunteers have become more active, they have more time and enough energy. For example, they came to us with a request to organize dance nights in the apple orchard. As a result, more than 50 people gathered for the dance, everyone was very pleased, they want to do it again. 2021 was the year of volunteering, 2022 – young at heart. There are more requests from older people than from young people.”*

*Valentina Kopusova, Nizhny Novgorod region*

*“Older people organize themselves very well, find hobbies and pastimes, take their neighbors’ children to school, and help young families. Young people are less involved. In the Gafury district, a foundation was created in every rural settlement, all of them initiated by local residents. They are not about grants, but about the development of initiatives, and most leaders are older people.”*

*Elena Zazorina, Ufa*

## YOUNG PEOPLE UNDER 35 ARE ALSO INVOLVED IN CF ACTIVITIES

46% noted that they actively cooperate with young people under 35. The majority of young people are involved in the work of CFs as volunteers, according to 89% of the CFs; 65% noted that young people apply for funding to implement their ideas and projects, and in more than half of the foundations young people are employees or members of the governance bodies.

However, not all CFs have a successful experience of involving young people, often the proposed formats are not relevant for young people. Youth engagement requires additional effort and attention from foundations.

*“We need to focus on work with young people, once again not to offer something that won’t be accepted. Young people only come if they can put on a show, they organize trips for children to social cinemas and entertainment centers and they are very active there: bright, short, emotional events is what they need.”*

*Mikhail Chernov, Tchaikovsky, Perm Territory*



## ENTREPRENEURS ARE NO LONGER JUST DONORS

Entrepreneurs are more and more involved in dealing with social issues. They want to be involved, to lead their own projects, and not just provide resources. They often have their own vision of how to solve a problem, and are ready to organize everything by themselves or find an NGO partner to implement their own idea as effectively as possible.

*“Social entrepreneurs don’t want to feel like just philanthropists, they want to be members of the community. The words “philanthropy” and “charity” put them off, to them they sound like “give me money.” They are ready to give, but they want to be involved, they have an understanding of what needs to be done, they may not be willing to work on the ground, but they want to remain active.”*

*Marina Mikhailova, Arkhangelsk*

Some of the CFs have positive experience of working with entrepreneurs, while others are not that successful at building these partnerships. Some CFs noted that youth banks helped them involve young people in their activities, and those young people who became entrepreneurs are now supporting the foundations. Youth Bank is a separate programmatic area for CFs, where socially significant youth projects are supported and implemented. Young people act not only as generators of ideas and beneficiaries, but themselves are involved in bringing the projects to life.

*“There are six entrepreneurs from our Youth Bank project on our board of trustees. They grew out of this program. Entrepreneurs need to be involved from a young age. We also offered half of our office space for rent to the entrepreneurship support fund, so this friendship is very long-term.”*

*Mikhail Chernov, Tchaikovsky, Perm Territory*

CFs and NGOs are used to pursuing their own ideas, tasks, implementing projects that seem important to them in the context of their communities. Foundations turn to entrepreneurs seeking support for some of their projects. In this case, for the partnership to become possible, the CFs need more flexibility. It is necessary to be able not only to present the project from the community perspective, but also to make it attractive for the entrepreneur, reflect his/her ideas and vision.

# CF PARTNERSHIPS AND SOCIAL NETWORKS

## INTERACTION WITHIN COMMUNITY

Interaction and cooperation with local organizations is one of the key components of the work of any CF. They cooperate with all local organizations including the municipality, social institutions, NGOs, entrepreneurs.

*"Partnership with other organizations, administrations, with people is the key role and task of a CF. It is very important to implement projects with people and for people."*

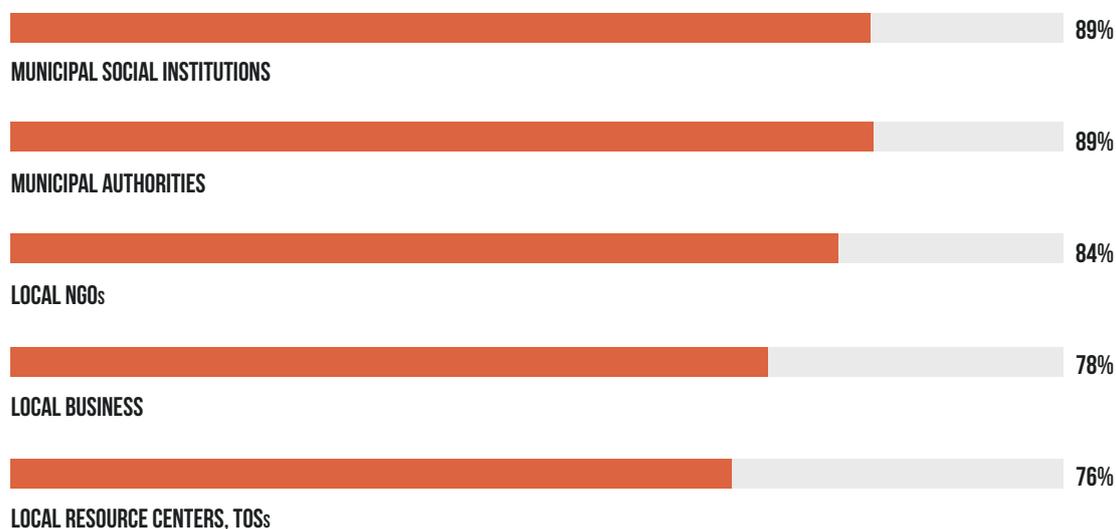
*Alina Ionova, Angarsk, Irkutsk region*



CFs from different communities within the same region sometimes have difficulties in interaction. The CF Alliances help in communication and building partnerships: they hold online meetings and discussions. Foundations can also meet and interact at regional events and conferences.

In communities, the appetite is growing for partnerships, and joint participation in solving common problems.

### Who are CFs' partners in the community?



# INTERACTION WITH AUTHORITIES

## 76 % OF CFs IMPLEMENT JOINT PROJECTS WITH LOCAL ADMINISTRATIONS

The CFs' relationships with local authorities vary depending on the region. Often these relationships depend on how they developed earlier, how often people change in leadership positions, etc. Traditionally, CFs are approached for expert support and consultations (62%). In addition, the heads of CFs are involved in decision-making on the level of a village, city, region, they are invited to sit on councils, committees, and public chambers (57%).

*"Sometimes we act as partners for the municipality. The city received federal funding to redevelop the park, and we became partners, we involved local communities in the discussion, and today, thanks to such synergy, a lecture hall for public organizations is being built in the park."*

*Artem Peternev, Nizhneudinsk (Irkutsk region)*

In recent years, relations with authorities and local self-governance changed. The heads of some CFs note there used to be more opportunities for dialogue and regular discussions, the CFs were involved in dealing with local issues. Today, there is less interest in the CFs from local leadership, there are fewer opportunities for cooperation and dialogue in some regions, often the CF and the municipality operate separately, although they deal with the same problems. State authorities now have their own tools – gubernatorial grant competitions and municipal NGO support programs, which often exclude CFs.

Without support from the authorities, it is very difficult for CFs to develop, so most foundations maintain positive relations with local administrations. Even in a difficult situation, CFs must remain in cooperation with the authorities, thus GR skills are very important.

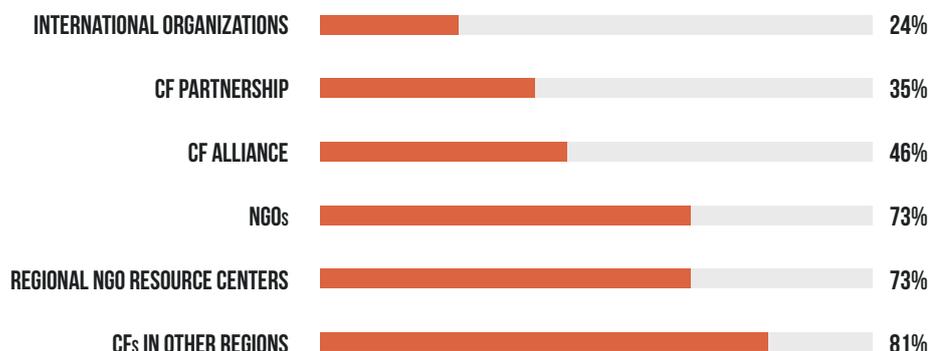


# INTERACTION OUTSIDE COMMUNITY

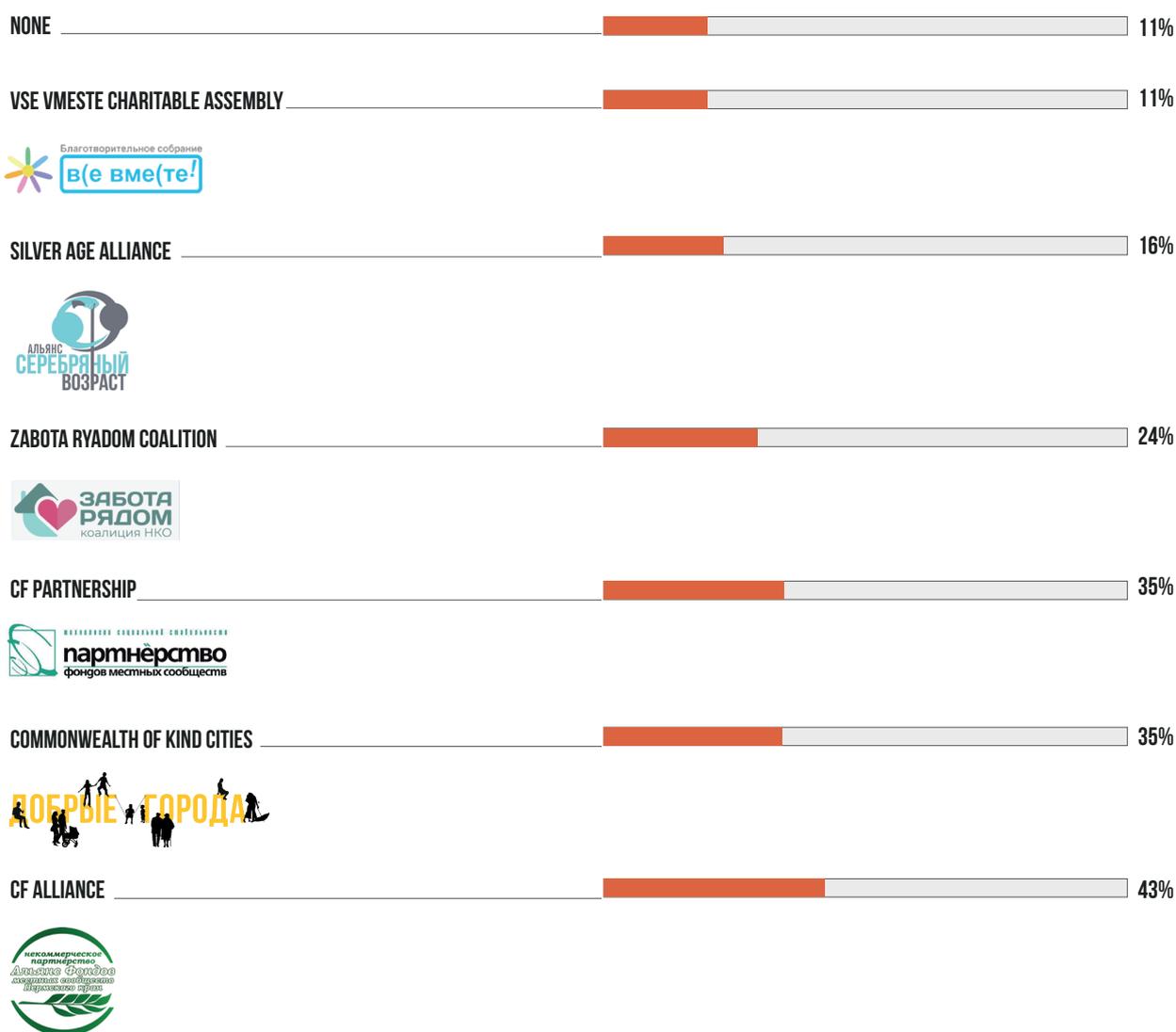
CFs have a very wide network of interactions outside their own community. Almost all of them maintain relations with CFs from other regions and resource centers for NGOs. Almost a quarter of the CFs are involved in international cooperation. Almost all CFs are part of one or another association of NGOs, only 11% of the respondents are not involved in any membership organizations.



## WHO DOES YOUR ORGANIZATION COOPERATE WITH OUTSIDE YOUR COMMUNITY (EXCEPT FOR MEMBERSHIP ORGANIZATIONS)?



## WHAT NETWORKS AND ALLIANCES IS YOUR ORGANIZATION INVOLVED IN?



# CF ALLIANCES AND NETWORKS

The experience of creation and management of CFs is concentrated in the regional CF Alliances – informal associations covering one or several regions. The role of the Alliances is to unite CFs in their regions, provide information and educational support, exchange experience and help new initiatives and emerging foundations.

**CF alliances are based on strong sustainable CFs and Regional Resource Centers:**



Alliances are platforms for CFs in their regions and beyond. They help in development, dealing with organizational issues, adopting new technologies and representing the interests of CFs in the regions.



**43% OF CFs ARE MEMBERS OF AND RECEIVE SUPPORT FROM CF ALLIANCES**

CF Alliances vary greatly in terms of formats of work, number of members, scope of activities and tasks. They are the backbone for emerging initiatives, NGOs and foundations. They act as mentors helping organizations grow. Perm CF Alliance operating far beyond Perm Territory is the most active. The Alliance works with 34 foundations in ten regions in two Federal Districts. The activities of the Alliance are aimed at philanthropy development and people empowerment in small settlements, development of villages and rural areas.

**Perm CF Alliance and Sodeistvie Foundation** implement a number of time-tested community engagement technologies, that became their signature: Social Passport of a Territory – an overview of population’s attitudes to local problems and analysis of local resources, and a competition of rural initiatives “My Village”.

**Garant Center** implements a range of programs to support CFs in Arkhangelsk, Karelia, Pskov and other regions. The Center successfully adapted the Giving Circle community engagement technology and became its coordinator in Russia. Many CFs have learned to conduct their own Giving Circles using the example set by Garant Center.

**In Irkutsk region, New Angarsk Foundation** became the initiator of the CF Alliance that currently unites nine community foundations.

**Ural Alliance, led by Tyumen Foundation,** is active in six constituent entities of the Urals Federal District.

CF Partnership that formally includes over 40 CFs from different regions of Russia was one of the first CF associations. The Partnership organizes annual conferences for CFs, issues a newsletter, provides draft registration documents for establishment of new CFs, and consultation support to emerging organizations.

# KEY CF DEVELOPMENT PROGRAMS IN THE REGIONS

## INTERREGIONAL CF SCHOOLS

The first CF School was organized by CF Alliance in Perm in 2016. Since then, the School was held regularly and became a platform for development and strengthening of foundations from different regions. Within the CF School, organizational, legal issues, ideas, opportunities, technologies for working with the community are discussed. Various experts are involved and practical examples and experience of successful CFs are presented. Interest in such Schools is great; dozens of organizations attend them. In 2022, the tenth Interregional CF School was held. A new center for CF development is emerging in Vladivostok, where two Schools were held for remote regions of Transbaikalia and the Far East.



## RURAL PHILANTHROPY DEVELOPMENT

Sodeistvie Foundation (Perm) and Garant Center (Arkhangelsk) are most active in development of CFs in rural areas.

Garant Center has been working on development of remote and rural areas for over five years. The project “Small territories with great future” has already spread far beyond Arkhangelsk region. Its key objective is to encourage local residents to deal with socio-economic problems and implement socially significant initiatives.

*“We are trying to develop rural communities in Arkhangelsk region. We act as a catalyst that supports and develops emerging activity in small territories. Our task is to find active people and help them maintain and develop their activity so that they have enough energy to involve others and find new leaders.”*

*Marina Mikhailova, Arkhangelsk*

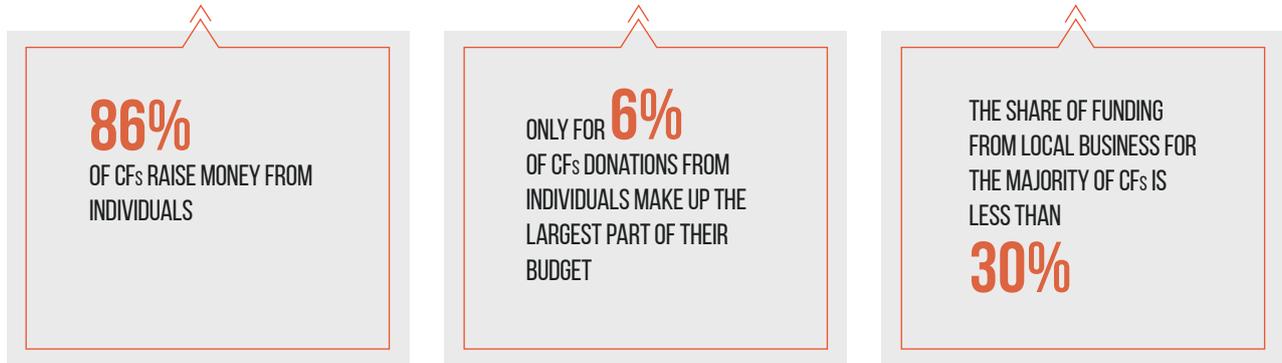
The signature competition “My Village” organized by Sodeistvie Foundation, became very popular, as the territories themselves took part in its development, formulated nominations, and procedures. In recent years, the competition covered 350 territories in 10 regions of the country. The smallest territory has a population of only 18 people, the largest – a population of 20,000 people.

*“We developed a competition “My Village” that helps rural areas assess their own resources and social potential, encourages residents to look at familiar things from a different angle to view these possibilities and potential in a new way. The competition “stirs up” active population, residents with a desire to participate in it! The nominations are determined collectively, based on the interests of residents, with proposals discussed at CF Schools. The technology became very effective, as it improved year on year. Evaluation of applications, selection of winners, and final meetings of representatives of the villages that won the competition are all the product of CFs’ joint interaction.”*

*Nina Samarina, Perm*

# HOW CFs WORK

## SOURCES OF CF FUNDING



The majority of foundations surveyed have a number of funding sources: donations from individuals, grants, including the Presidential Grants Fund, funding from local business, and regional subsidies.

A small number of CFs are trying to build endowments. In Russia, only three CFs have endowments. Vladimir Potanin Charitable Foundation provides them with a lot of support in this field.

Almost all CFs reported that they raise money from individuals, but for the majority (66%) individual donations account for less than 10% of their budgets. And only in 6% of CFs the share of private donations makes up more than half of their budget. Nearly a quarter of the CFs consider private donations to be an important source of funding.

**69%** of foundations raise funding from local entrepreneurs. But contributions from local business make up more than a half of the budget of only 11% of the CFs. For the majority (70%) this funding accounts for less than 30% of their budget.

**83%** of the CFs receive support from the Presidential Grants Fund. The focus on state grant funding is a current trend in the third sector.

## CFs' funding sources over the last three years



## Key funding sources

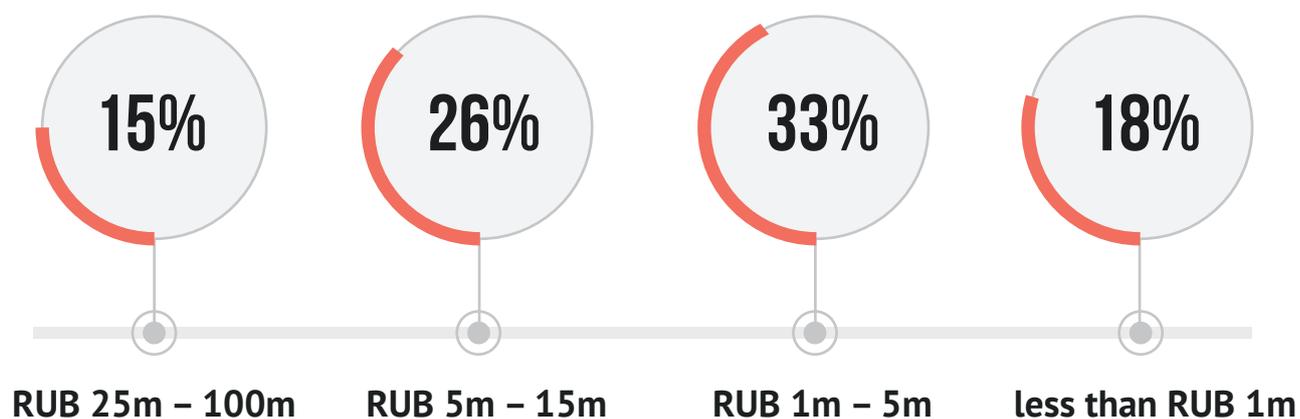


## CF BUDGETS

In 2020, CFs' budgets increased by an average of 80% compared to 2018. The average growth in 2019 was 27%, and in 2020 – 55%.

The budgets of all CFs are very different. For one-third of foundations, they vary from 1 to 5 million rubles a year. More than a quarter are within the budget range from 5 to 15 million rubles. 18% of foundations have budgets of less than 1 million rubles a year. The annual budgets of 15% of CFs range from 25 to 100 million rubles. One CF reported a budget of more than 100 million rubles per annum.

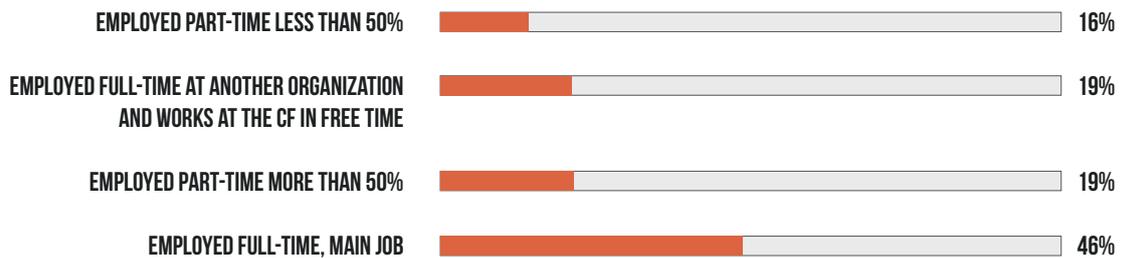
### CF budgets in 2020



# CF TEAMS

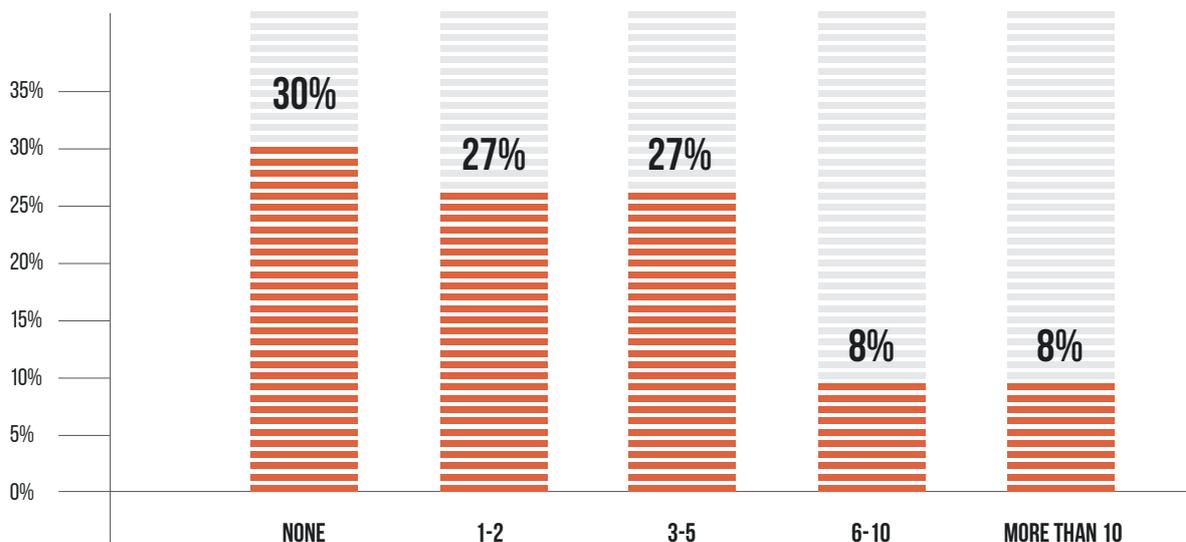
Almost half of CF leaders noted that they were employed full-time. The rest are employed part-time and have other main jobs.

## What is your employment as a CF leader?



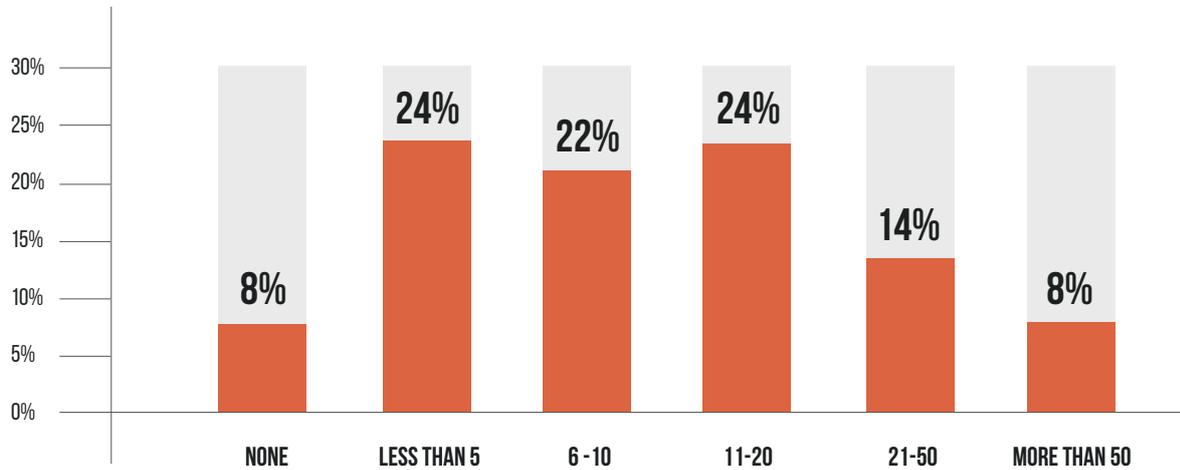
The majority of CFs (70%) have paid employees, most often CFs have a staff of less than 5 people. There are large organizations that employ more than 10 people, but this is not widespread (8%). Almost one-third of CFs surveyed do not have any paid employees.

## Number of paid CF employees



Almost all CFs (92%) involve volunteers in their activities, and the number of volunteers most often ranges from 5 to 20. A small number of CFs reported they have more than 50 volunteers (8%).

### Number of CF volunteers

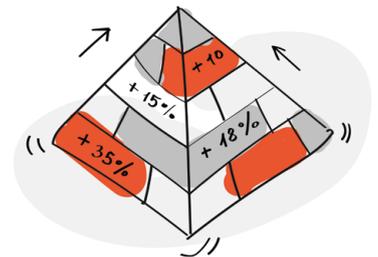


Almost all CFs (89%) have a Managing Board or a Governance Body. The majority also have a Board of Trustees (81%).

# COMMUNITY PHILANTHROPY SUPPORT

As infrastructure organizations, CFs need ongoing support for their own operations, organizational development, opening the minds and expanding the experience of employees, etc. to remain leaders in their communities. Foundations need all kinds of non-financial support: expertise, research skills, resources, and capacity-building.

Emerging foundations and initiatives need mentoring support. For CF teams, it is important to develop new competencies, use new technologies, develop GR and business communication skills, and put in place a system for evaluation and management of decision-making to improve their impact.



## CF NEEDS

### OPENING THE MINDS, INSPIRATION AND MOTIVATION

The majority of respondents from CFs (77%) noted that they feel the need to develop, study new practices and experience of others, including international organizations, in communication with each other. It is important for people to keep in touch with each other, maintain informal communication. This requires venues and opportunities for meetings, conferences, events. Such meetings provide an opportunity for self-development, inspiration, finding new ideas and connections. It is important that events include opportunities for communication, discussion of ideas, exchange of experience, etc. The formats in demand include the existing Foundation Schools, thematic conferences, internships in other CFs.



*"Small foundations lack vision for social projects and solutions. This is the most important task - to give small foundations the opportunity to communicate - internships, meetings, exchanges. They have to be fed, they don't really know what to do."*

*Marina Mikhailova, Arkhangelsk*

### CORE FUNDING

Non-restricted funding, not bound by rigid project frameworks that can be used for development, is in great demand by CFs (77%). The needs of emerging organizations and experienced foundations are different, but infrastructure support is needed for both groups. Non-financial support can also be a good practice – provision of expert consultations, strategic sessions, educational courses, etc.



## NEW TECHNOLOGIES

More than half of the CFs (57%) noted that they need to apply new technologies and services in their work, which requires not only purchase and installation of equipment, but also training and capacity-building – how to use technologies, how to integrate them into the management system. The technologies may include software and services for generating reports, interacting with donors, supporters, volunteers, etc.



## STRATEGIC PLANNING

According to the survey, almost half of the foundations are interested in strategic planning (49%), and more than half are interested in improving their fundraising systems and capacity (57%).

## IMPROVING MANAGEMENT SKILLS

Despite numerous educational opportunities and advice, almost one-third of foundations (31%) need help with financial planning and organization management. It should be noted that CFs can get practical advice on legal, financial, and other issues quite easily at Resource Centers and from CF Alliances or more experienced CFs.

Least of all foundations need training in social project design and management (6%).



## EMBEDDING A SYSTEM FOR MONITORING AND EVALUATION OF RESULTS

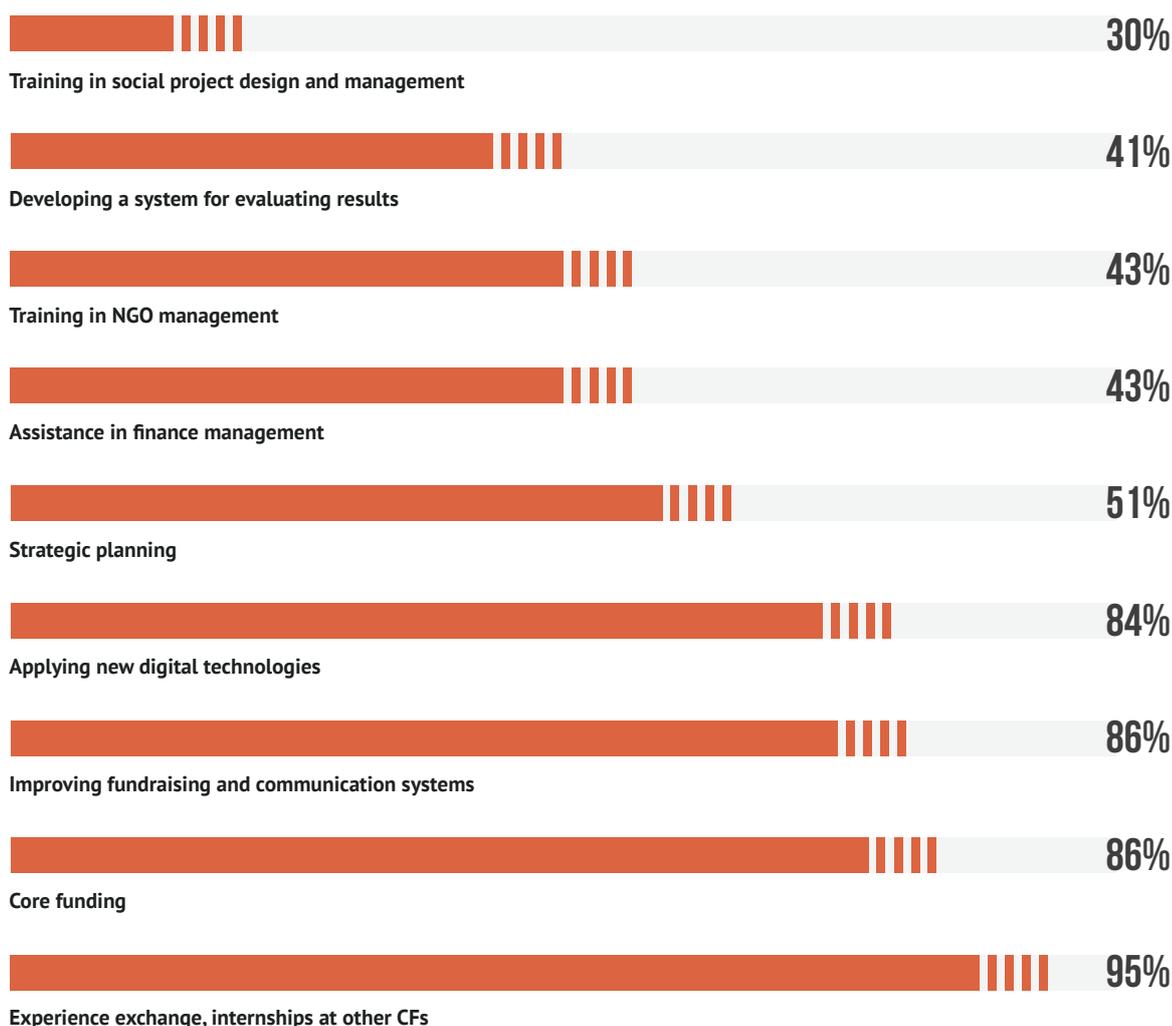
Almost one-third of foundations (29%) noted that they are interested in developing and embedding a system for evaluating results.

## MORAL SUPPORT, PUBLIC RECOGNITION

Public support and recognition is very important for organizations working with communities. Organizations value both recognition from the leaders of regions, heads of cities, and from the community itself. Participation and victories in regional and federal competitions also support the team and leaders of the organization.



## What kind of support does your organization need?



## NEEDS OF CF ALLIANCES

Leaders of CF Alliances and major CFs sorely lack motivation and support. This is due to political changes, according to some respondents: it is obvious that regional leadership does not always understand the value of infrastructure organizations; this is also true for most donor organizations and general public. Previously established relations with local authorities are changing and becoming more restrained, the authorities are less likely to engage in dialogue with CFs. Many respondents noted that their foundations are no longer acting as community experts supporting local authorities.

In this environment, cooperation is what members of CF Alliances need the most. They want to work on projects together, under the “umbrella” of a reputable organization or initiative, feel external support and move forward together.

The leaders of organizations and associations need to communicate with each other not in the format of conferences, but in more informal settings so that there is an opportunity to talk thoughtfully and discuss the details.

International relations are important for CFs, they enhance the feeling of belonging to something larger, significant outside of one's own region.



# CF SUPPORTERS

It is difficult to find resources for CFs' own development in the regions, as local donors are more focused on providing direct assistance to community or implementing their own projects. The development of infrastructure organizations is a separate task, as a rule involving large donors.

*“Our work on the development of local communities and partnership projects requires a lot of involvement for us as coordinators. Continuous follow-up and support are vital for nascent activity, otherwise most initiatives die. In this regard, there is a growing need to support us as a development infrastructure organization.*

*Of course, there are entrepreneurs on local level who understand our role and support our work. But this is very little support, local businesses are much more willing to allocate funds for initiatives we are developing. The role of infrastructure support is still played to a greater extent by large foundations, not by local businesses. These resources are not available locally.”*

*Marina Mikhailova, Arkhangelsk*

Globally, there are organizations in the world supporting development of CFs (Community Foundations Support Organizations). Such organizations are of great importance for the development of community philanthropy. In Russia, over the years community philanthropy has been developing, several organizations and programs supported CFs and stimulated community development.

Community philanthropy development has been one of the priority areas for Charitable Foundation for Philanthropy Development for more than twenty years. Within the framework of its Program for Community Philanthropy Support, various types of assistance are provided to CFs: grant funding, educational programs, consultations for those wishing to build endowments, access to new community engagement technologies (Social Passport, Giving Circle, grantmaking, etc.).

The Presidential Grants Fund has a separate funding area to support organizations involved in development of civil society where CFs can count on support along with other organizations. Support for infrastructure NGOs is provided by large private foundations – Vladimir Potanin Foundation and Elena and Gennady Timchenko Foundation.

The difficult part is that large foundations are more inclined to support large well-established CFs that implement large-scale programs in their regions. As for new or small foundations in smaller towns, they are less likely to receive such support. For them, finding external sources of support is a very difficult task. CFs require other resources in addition to the financial support: information, technologies and tools for work, startup support are extremely important. CF Alliances play a crucial role in providing such support.

# CONCLUSION. CHALLENGES FOR COMMUNITY PHILANTHROPY DEVELOPMENT

Community foundations have become an integral part of civil society in Russia and in their regions they are leaders in promoting public initiative, strengthening local NGOs, and developing communities. They perform multiple tasks, implement various projects, work with all groups within communities.

As community-oriented organizations, foundations change, adapt to changing environment, respond to current requests and needs of their communities. CFs are sensitive to both socio-economic and political changes. Political instability, changes in local leadership, shift in the focus of regional administration priorities have an impact on the success and relevance of CF activities. CFs work with different types of donors, and there is a risk of them being labelled as foreign agents by the Ministry of Justice, and for some CFs it already happened.

Sustainability and effectiveness of CFs largely depend on community resources and core funding available for them as infrastructure organizations. Recently, CFs have seen a reduction in local resources. 51% of CFs noted a decrease in resources from local donors, 62% believe that local entrepreneurs are experiencing financial difficulties and minimizing their charitable budgets. 27% noted that community members are preoccupied with their own difficulties in the wake of the crisis and are not willing to deal with social issues.

CFs note high competition for resources (19%). New NGOs have good grantwriting skills and use them to apply to the Presidential Grants Fund for one-off projects and deal with specific issues. According to many respondents, this results into the erosion of value of systemic work by NGOs, as short-term project support is often easier understood and prioritized.

There is currently no specific legislation on CFs, and the heads of the regions rely on Federal Law 131 “On Development of Local Self-Governance”. Therefore, they often begin to develop TOS bodies (i.e. territorial public self-government), and not CFs. There are no concentrated efforts by the state to support the CFs as infrastructural organizations designed to develop communities. State bodies provide support to TOSs, volunteer movement, and a group of NGOs that provide social services procured by the state. The support most universally available to other NGOs including CFs is in the form of grant funding. Specific nature and role of CFs is poorly understood by state bodies.

However, most CFs developed strong local support networks that help them stay resilient and motivated to improve lives and wellbeing in their communities by engaging people in social activities.

# METHODOLOGY

Research data were collected within a number of stages from April till November 2021. The stages included: five semi-structured interviews with leaders of experienced community foundations, five focus groups with up to 30 leaders of various community foundations and online survey that collected 38 responses from CFs.

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**Survey respondents:**

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Nadezhda Osipova, Shelekhov, Irkutsk Region  
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Spartak Kalinin, Kirov

## REPORT AUTHORS

**This Report was produced by:**

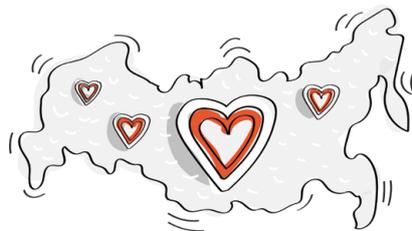
Author – Yulia Khodorova  
Editor – Olga Pavlova  
Design and layout – Maya Andreeva

**Experts and consultants:**

Larisa Avrorina, Program Director, Charitable Foundation for Philanthropy Development  
Irina Novikova, Program Director, Charitable Foundation for Philanthropy Development  
Maria Chertok, Director, Charitable Foundation for Philanthropy Development



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FOR PHILANTHROPY  
DEVELOPMENT**



2022