

## **RUSSIA**

### **Community foundations**

#### **History**

The community foundation concept came to Russia through the efforts of the Charities Aid Foundation's Russia branch (CAF Russia), which began promoting it in 1994. It took a long while to adapt it and ensure mentality changes within the Russian non-profit sector and the donor community.

The first Russian community foundation, the Togliatti Community Foundation, was established in early 1998, after four years of preparatory work by CAF Russia. The main funders of the community foundation were medium-sized banks, two chemical enterprises in the city, and a car manufacturer. It soon became the model for the fast growing community foundation movement in Russia. In 1999 three new foundations were established in Tyumen, Samara, and Obninsk.

The ability of community foundations to bridge community interest and community leaders by building trust during the chaos of perestroika was the key to their success. Russian society has traditionally been divided by sectors. It was vital to find a point of intersection among the three sectors: public, private and non-profit.

The reasons for starting community foundations in Russia have changed as their value has been proven, and there is practical interest in optimizing community social and charitable activities, coming from various types of communities and from large national corporations.

There are both positive and negative factors in Russia that affect community foundation development. On the one hand the concept is widely recognized. There is a supporting structure that now comprises both the national community foundation association, the Community Foundations Partnership established in 2003, and donor organizations (CAF Russia and companies). On the other hand, the national government is showing an increasing distrust of the non-profit sector and heavily scrutinizes its operations.

Generally, the legal and fiscal environment for the development of community foundations is not favourable. There are no tax incentives for individuals and corporate funders. Therefore, not many Russian community foundations have endowment building strategies. Also many donors prefer donor-advised funds rather than unrestricted funds and consider endowments as not being a proper type of social investment. The majority of funding – 61 percent – still comes from local businesses. Nevertheless, increased funding from national corporations, as well as individuals is reported.

## Current situation: Facts and figures

Number of community foundations <b>formally established in total.</b>	30 to 35
Number of community foundations established <b>in 2007.</b>	5-9
The number of community foundations <b>at early stages of development.</b>	7-10
<b>Percentage</b> of country's <b>territory</b> covered by community foundations.	About 15 %
<b>Percentage of population</b> that has access to a community foundation.	Not known
<b>Total number of people</b> with access to a community foundation.	Not known
Is the <b>rate of community foundation formation</b> steady/increasing/decreasing? Explain why in the box below:	Increasing

The community foundation concept has successfully settled into the Russian context and functions effectively at the moment. This is proven by the establishment of community foundations in most regions of Russia. The Community Foundations Partnership contributes to the development of community foundations, helping new initiatives to get the necessary assistance to become stronger. CAF Russia also provides access to information on community foundations, capacity building and development grants.

<b>Total sum of grants made</b> by community foundations in 2007	105 300 590 rubles; (approximately US \$4,433,709)
<b>Total number of grants</b> made in 2007.	818 grants
<b>Total sum of the income/donations</b> in 2007.	170 183 765 rubles; (approximately US \$7,165,632)
<b>Single largest source of income</b> for community foundations	Donations from businesses
<b>Total sum of endowments</b> at the end of 2007.	70 563 441 rubles; (US \$2,972,000)
<b>Community foundation</b> with the <b>largest endowment</b> at the end of 2007 and <b>size of its endowment.</b>	Togliatti Community Foundation endowment of 50 365 366 rubles; (US \$2,120,642 )

## Complete list of community foundations

List of Russian community foundations (CF Partnership members and others identified by CAF Russia):

### 1. Baikal Community Foundation (established - 2005)

Anatoliy Grudinin, CEO

Address: 670031, Russia, Buryat republic, Ulan-Ude, Babushkina str., 25

Tel: (3012) 23 22 16

E-mail: [bbfound@burnet.ru](mailto:bbfound@burnet.ru)

### 2. Gregory Shelehov Community Foundation (2005)

Vladislav Scheglov, CEO; Kseniya Hamova, Grantmanager

Address: 666034, Russia, Irkutsk region, Shelehov, block 8, 16A, off. 201

Tel: (39510) 5 30 03

E-mail: [shelcf@mail.ru](mailto:shelcf@mail.ru)

**3. Angarsk Community Foundation (2004)**

Igor Shadrin, CEO

Address: 665836, Russia, Irkutsk region, Angarsk, microrayon 17, 20

Tel: (3951) 55 64 55

E-mail: [fondang@yandex.ru](mailto:fondang@yandex.ru)

**4. Kaliningrad Community Foundation (2003)**

Yuliya Trifonova, CEO

Address: 236000, Russia, Kaliningrad, D.Donskogo str., 7, off. 622

Tel: (4012) 718 242, (4012) 595 123

E-mail: [fond\\_kld@mail.ru](mailto:fond_kld@mail.ru)

**5. Samara Community Foundation**

Tatyana Akimova, CEO

Address: 443041, Russia, Samara, Leninskaya str., 137

Tel: (846) 333 25 08, (846) 332 31 89

E-mail: [t\\_akimova2003@mail.ru](mailto:t_akimova2003@mail.ru)

**6. Ulyanovsk Community Foundation (2001)**

Ekaterina Maksimova, CEO

Address: 432071, Russia, Ulyanovsk, Marata str., 3

Tel: (8422) 674614

E-mail: [kate-rif@yandex.ru](mailto:kate-rif@yandex.ru)

**7. Penza Community Foundation (2002)**

Oleg Sharipkov, CEO

E-mail: [head@civility.org](mailto:head@civility.org)

Ekaterina Chekaykina, CEO Assistant

E-mail: [pr@civility.org](mailto:pr@civility.org)

Address: 440600, Russia, Uritskogo str., 62

Tel: (8412) 260 120

**8. Barnaul Community Foundation (2006)**

Inna Seliverstova, CEO

Address: 656050, Russia, Altai Territory, Barnaul, Yurina str., 219-100

Tel: (3852) 22 70 94

E-mail: [fed04@mail.ru](mailto:fed04@mail.ru)

**9. Perm Community Foundation (2002)**

Nina Samarina, CEO

Address: 614000, Russia, Perm, Sovitskaya str., 51a

Tel: (342) 212 23 20, (342) 212 79 99

E-mail: [consaltingperm@list.ru](mailto:consaltingperm@list.ru)

**10. Pervouralsk Community Foundation (2000)**

Vera Ananyina, CEO

Address: 623109, Russia, Sverdlovsk region, Pervouralsk, Vatutina str., 43-1

Tel: (34392) 593 48, (34392) 596 46

E-mail: [prv21vek@uraltc.ru](mailto:prv21vek@uraltc.ru)

**11. Rubtsovsk Community Foundation (2000)**

Tatyana Bukanovich, CEO

Address: 658200, Russia, Altai Territory, Rubtsovsk, Grazhdanskiy side street, 33

Tel: (38557) 46 1 47

E-mail: [razvitie@rubtsovsk.ru](mailto:razvitie@rubtsovsk.ru)

**12. Tyumen Community Foundation (1999)**

Vera Barova, CEO

Address: 625048, Russia, Tyumen, Malygina str., 51

Tel: +7 (3452) 63 30 81, +7 (3452) 63 30 86

E-mail: [info@cftyumen.ru](mailto:info@cftyumen.ru)

**13. Togliatti Community Foundation (1998)**

Boris Tsirulnikov, CEO

Address: 445037, Russia, Samara region, Togliatti, block 3A, Yubileynaya str., 31E, off. 401

Tel: (8482) 53 67 50

E-mail: [bac@fondtol.org](mailto:bac@fondtol.org)

**14. Chaykovskiy Community Foundation (2003)**

Michail Chernov, CEO

Address: 617760, Russia, Perm region, Chaykovskiy, Lenina str., 61/1

Tel: (34241) 37275

E-mail: [orden@permonline.ru](mailto:orden@permonline.ru)

**15. Zhigulevsk Community Foundation (2000)**

Elena Garshina, CEO

Address: 445350, Russia, Samara region, Zhigulevsk, Polevaya str., 1

Tel: (84862) 33 660

E-mail: [zhikol@mail.samtel.ru](mailto:zhikol@mail.samtel.ru)

**16. N. Novgorod Community Foundation (2003)**

Alla Voloshova, CEO

Address: 603001, Russia, Nizhniy Novgorod, Rozhdestvenskaya str., 24, off. 21

Tel: (831) 431 35 64

E-mail: [info@pfound.nnov.ru](mailto:info@pfound.nnov.ru)

**17. Obninsk Community Foundation (1999)**

Tatyana Klimakova, CEO

Address: 249031, Russia, Kaluga region, Obninsk, Lenina avenue, 131, off. 305

Tel: (48439) 32 719, (48439) 62 253

E-mail: [ocf@obninsk.ru](mailto:ocf@obninsk.ru)

**18. Oktyabrsk Community Foundation (2003)**

Sergei Rodionov, CEO

Address: 445240, Russia, Samara region, Oktyabrsk, Lenina str., 90

Tel: (84646) 211 51

E-mail: [s.v.rodionov@mail.ru](mailto:s.v.rodionov@mail.ru)

**19. Saratov Community Foundation (2001)**

Ilya Chukalin, CEO

Alexandra Alferova, CEO deputy

Address: 127055, Russia, Saratov, Volzhskaya str., 28

Tel: (8452) 286 102

E-mail: [info@sgcf.ru](mailto:info@sgcf.ru)

**20. Kirovo-Chepetsk Community Foundation (2006)**

Andrey Plotnikov, CEO

Address: 613046, Russia, Kirovo-Chepetsk, Pervomayskaya str., 13

Tel: (83361) 253 21, (83361) 251 73

E-mail: [kirov-nko@rambler.ru](mailto:kirov-nko@rambler.ru)

**21. “Sodruzhestvo Revdi” Foundation (2006)**

Elena Panova

Address: Revda, Russia

Tel: +7.34397.26708

E-mail: [panovaeg@bk.ru](mailto:panovaeg@bk.ru)

**22. Dzerzhinsk Foundation of Social Initiative (2006)**

Tatyana Grishina, Director

Address: 10 Uritzkogo St., office 27/1, Dzerzhinsk, Russia

Tel: +7.8313.256551

E-mail: [eer@admm.dzr.nnov.ru](mailto:eer@admm.dzr.nnov.ru)

**23. “Novokuznetzk” Community Foundation (2006)**

Galina Lyzlova, President

Address: 44-418 Metallurgov prospect, 654005, Kemerovskaya oblast, Novokuznetzk, Russia

Tel: +7.3842.46.49.34

E-mail: [novodf@yandex.ru](mailto:novodf@yandex.ru)

**24. Ufa Community Foundaiton (2002)**

Olga Panchihina, Director

Address: 35 Komsomolskaya St., 450009, Ufa, Russia

Tel: +7.347.225.99.97

E-mail: [mail@fondufa.ru](mailto:mail@fondufa.ru)

**25. Community Foundation “New Dagestan”**

Khatimat Omarova

Address: Republic Dagestan, 367018, Makhachkala, Nasrutdinov ave. 61, 6<sup>th</sup> floor

Tel: 8-8722-65-02-95

Fax: 8-8722-65-00-66

E-mail: [fonddag@yandex.ru](mailto:fonddag@yandex.ru)

**26. Kovrov Community Foundation (2006)**

Nina Ascheva, Chairman; Aleksandr Prihozhev, CEO

Address: 601915, Russia, Vladimir region, Kovrov, Elovaya str. 92

Tel: (49232) 3 22 43, (49232) 2 40 00

E-mail: [asheva59@mail.ru](mailto:asheva59@mail.ru)

**27. Astrakhan Community Foundation**

Nikolai Chureev

Address: 414000, Russia, Astrakhan, Zhelyabov str., 50

Tel: (8512) 39 17 25

E-mail: [tch-nik@yandex.ru](mailto:tch-nik@yandex.ru)

Members of the CF Partnership from outside Russia:

**Nikolaev Community Foundation (1995)**

Mikhail Zolutuhin, President or Chairman of the Board of Directors

Address: 54001 Ukraine, Nikolaev, Sevastopolskaya str., 15, off. 3.

(54001, post office 54)

Tel: +380 (512) 47-38-79

E-mail: [centre@sed.nikolaev.ua](mailto:centre@sed.nikolaev.ua)

**“Samogotia” Community Foundation (2002)**

Virginia Yasyavechene, Director

Address: 78101, Lithuania, Telsiai, Sedos g.34

Tel: +7 10 370 (698) 62890

E-mail: [tavi@tavi.lt](mailto:tavi@tavi.lt)

### **Community foundation staffing**

Normally community foundations are started by a director and volunteer board members and a part-time accountant. Then they hire a dedicated grants manager. After that the next hire could be public relations and fund raising managers, but in most community foundations this function is done by the director.

### **Community foundation income**

Income (as reported by the Community Foundations Partnership)

Federal budget - 6%

Regional budget - 5%

Local budget - 8%

Corporations - 63%

Individual contributions - 3%

Non-disposable profit - 3%

Attracted grants - 12%

### Purposes

In most cases companies and individuals prefer to give for charitable causes (i.e. grants and projects). For operational expenses community foundations are still mostly relying on international and government grants.

2006 data from the Community Foundations Partnership (including Togliatti Community Foundation):

Grants – 24%

CFs' programmes – 25%

Operating costs – 11%

Funds for endowment – 40%

2006 data without Togliatti included:

Grants – 48%

CFs' programmes – 12%

Operating costs – 10%

Funds for endowment – 30%

### Permanent funds/Sustainability

Community Foundations Partnership reports that 8 of their community foundation members have established endowments, and approximately 40 percent of their income went to endowment. This data includes the Togliatti Community Foundation (see above for data without Togliatti).

For others the main source of sustainability is community trust ensured through transparent fund management and support for effective projects.

## **Environment for philanthropy**

### Local attitudes

The non-profit and philanthropic sectors in Russia started to grow only in the mid-1990s. Before that time most businesses supported social organizations directly. Not many businesses had the experience of being involved in non-profit organizations through their boards. A primary issue for community foundations is to involve corporate and individual donors into its work through board development and program participation. Community foundations show donors the new way of giving. Some of them create corporate or family funds within community foundations.

The main obstacle to giving is the lack of philanthropic culture and experiences of giving among potential donors (especially among individuals). Another obstacle is that many people didn't have any experience with non-profits, including foundations and, as a result, they don't trust them. The third reason is that the legal and tax environment is not developed. Community foundations are working on all these problems:

- developing the culture of giving,
- contributing to nonprofit development, and
- developing the legal and tax environment.

The general attitude towards philanthropy and charity has improved essentially in recent years. However, the attitude from the government to the independent sector is becoming worse and the prime reason for that is the fear of external impact on political processes in Russia. The role of community foundations in this situation is indispensable as they become the first example of public foundations focusing on local donors. Therefore, they get credit from all sides of the society

### Legal and tax environment

So far there are no real incentives for community foundations in Russia, and in fact the absence of these incentives helped community foundations to achieve credibility within the society. Recently a law on endowments has been adopted that provides tax deductions from capital gains, but not to donors. This law is aimed more at universities and hospitals.

Regional incentives function so far only in the one region, Samara, where Togliatti is located. These incentives are widely used by the foundation in forming its endowment.

### Changing attitudes and the national or local environment

More effective community foundations and initiatives that demonstrate their ability to mobilize communities and support effective projects will ensure social change. The development of private philanthropy in Russia will also require legislative support and educating people about philanthropy. Community foundations, the Community Foundations Partnership and CAF Russia are playing an active role in this process, by supporting legislative initiatives and working together with partner organizations and government entities.

### **Community foundation activity and impact**

**Example 1.** Establishment of the first community foundation in Russia, the Togliatti Community Foundation (1998) was in itself a significant achievement. It was established despite the unfavourable environment in Russia:

- no democratic culture – lack of civil initiatives, alien competition mechanisms;
- no charitable culture;
- no confidence in charitable organizations;
- unclear mechanisms of endowment, and so on.

It was established due to the leadership of the Togliatti Community Foundation's CEO and support from CAF Russia. In 2003 the sum of local donations exceeded foreign funds. The Togliatti Community Foundation has proven that the openness and transparency of its operations could attract business and mass media, and get citizens' trust. Today the community foundation has over 70 companies-partners. From its establishment in 1998 through 2006, 1091 projects have been financed, through which over 100,000 people have received aid. Togliatti's success was one of the key factors of rapid community foundation development in Russia. All community foundations learned and used its experience. Since 1998 a community foundation explosion has occurred. Today Community Foundations Partnership includes 22 members, and the Togliatti Community Foundation endowment is over US \$2,000,000.

**Example 2. Program “My Birthday”:** This program, which was launched in Togliatti, had a great success. Its goal is to support motherhood, childhood and fatherhood. The program, with funding from businesses, financially supports mothers who give birth to their children on the day of the Philanthropist's Birthday, e.g. the founding date of the company on which the company gives an amount to every child born on this date in the city. Within the program an event is organized at which the awards are made to the children and information highlighting the program and the companies are available. The event contributes to enhancing the institution of the family. In 2006, 9 companies took part in this Program. In 2006 financial support was provided to 177 children with the total sum 1,820,000 rubles (approximately US \$76,800). Thus, the Program not only supports motherhood, but also attracts business to charitable activity, gives an opportunity to business directors to do something important and significant in their lives. Very soon this Program is going to be launched by some other Partnership members in their regions.

**Example 3. Rubtsovsk Community Foundation: unleashing community potential.** Imagine the city which is: a 6-hour drive from the nearest airport; on the border with Kazakhstan; 100 kilometers away from the former nuclear testing complex; surrounded by prisons; with ruined military and heavy machinery industry, and with a harsh Siberian climate. For 200,000 people there is one bank, one cinema, and one “below 1-star” hotel. The only businesses that work in Rubtsovsk are small trading companies selling basic goods and services. For the last two decades it has been the “classic” Russian city,

characterized by economic depression, heavy drinking and poverty. At the same time the city has a remarkable history as a key industrial area in Russia, which gives local citizens the right to be proud of it and a reason to work to improve their lives.

The director of Rubtsovsk Community Foundation realized that in order to attract attention to her organization it was important to make the social life in the city more active and vibrant. She started with special events, like charitable football matches between local businessmen and government officials, and Christmas Balls with auctions of special services (such as “A Lunch with the Mayor” or “the Chief of Police Serving as a Driver”). But the real hit of the town were the performances with local prominent citizens acting on the stage. In the city, where nothing was going on, people were eager to pay relatively significant money for tickets, and all performances were sold out. Such events became popular and formed a committed group of supporters among community leaders.

Along with special events, the foundation was instrumental in processing funding to local initiatives, organizing scholarship programmes, monitoring and reporting. With time Rubtsovsk Community Foundation identified another rather unexpected opportunity for itself. When its supporters and funders from local small businesses started thinking about endowment building in their conditions, with only one state bank present in the city, they agreed to put US \$500 each on the table. The amount, totalling US \$5,000, was decided to invest into the company of one of the funders at 20 percent interest, while the local bank’s interest reached 40 percent and credits were hard to get. The guarantee for the return in this case was based not so much on a contract, which was in place, but rather on an informal moral obligation to co-funding peers. As a result the interest was paid on time and the foundation embarked on the development of a more formal crediting structure that brought about another benefit of a community foundation – acting as a local credit union.

The grant the community foundation received from the WINGS Global Fund for Community Foundations recognized the work that the foundation was doing and confirmed trust in its potential for growth as a grantmaking institution. The Rubtsovsk Community Foundation director was also motivated to hire additional staff and outsource the special event organization process, which helped her to allocate time and resources to building a community development strategy.

The success of a community foundation in a place like Rubtsovsk undermined any doubts about the viability and attractiveness of this concept in Russia, and also showed that when philanthropy is fun, and becomes a part of the social life in a community, it can unleash development potential where it seemed to be non-existent.

## **Current challenges and future developments**

### Major challenges facing community foundations

In Russia community foundations are facing the following challenges:

- People have little experience in the philanthropic and nonprofit fields. It is necessary to use effective strategies to involve potential board members, donors and grant-seekers into community foundations’ programs.
- The majority of Russian community foundations don’t have actively involved and effective boards. For the majority of community foundations’ board members, this is their first experience with nonprofit boards, and community foundations need to work to involve them effectively. Today most of Russian community foundations are not board-driven organizations.

- The legal and tax environment in the philanthropic sphere is not so developed. For example, there are no tax incentives for donors, which makes it a challenge for community foundations to attract some categories of donors. The legislation is not favorable for endowment building as well.
- Another challenge for Russian community foundations is good staffing. Finding qualified professional staff is a challenge for all non-profit sector in Russia. There are only a few universities in Moscow and St. Petersburg which prepare managers and specialists for nonprofit organizations.
- Another challenge for the majority of Russian community foundations is to enhance awareness of their programs in their communities. Community foundations working in big cities especially should think of effective PR and marketing strategies.

Another big challenge for community foundations in Russia is to find sources to cover administrative costs. Usually boards of Russian community foundations do not cover administrative costs believing that the foundation's top managers will find funding to cover administrative costs.

Other challenges include:

- Working in a climate that consists of contradictory messages from the government to the private and non-profit sectors, resulting in a constantly changing legal environment and relationship rules;
- The vast differences in the level of development of Russian community foundations and the resulting difficulty in managing networking
- The vast size of the country and access to information about initiatives in the more remote regions of Siberia and the Far East.

#### Areas for future community foundations development

- Covering bigger territory of Russia
- Involving private donors
- Establishing better dialogue with different level of authorities
- Involving national private and corporate donors in community foundation development
- Offering services to business, authorities and community members
- Expanding community building and development
- Working to improve the legislative and philanthropic areas

#### **International links**

In 2007 the Partnership's representatives (Chairman and CEO) took part in the Fall Conference for Community Foundations in San Francisco, California organized by the Council on Foundations (US). The Conference had a "board track" of sessions designed specifically for board members and CEOs. Within the Conference our representatives could learn the experience of developed networks in strengthening the structure and fundraising for a network.

Many Russian community foundations have been involved in international exchanges, such as TCFN and in creating relationships internationally with other community foundations. The benefits gained include:

- Getting a feeling of being part of a larger movement
- Establishing partnerships, e.g. Kaliningrad, a former German territory, and the German community foundation network; Togliatti and Milton Keynes (UK) community foundations

- Learning about specific development tools such as: employee-giving, fundraising events, YouthBanks, etc.
- Becoming known to global funders like the WINGS Global Fund for Community Foundations

## **Support Organization: Community Foundations Partnership**

### **History and purpose**

Community Foundations Partnership is the association of Russian community foundations and was established in 2003. It serves community foundations in Russia and the Commonwealth of Independent States (CIS) and received a grant from the Ford Foundation in 2005 in order to consolidate the association. It was registered in 2006. Its mission is to ensure the development of community foundations in Russia through support of the network and promotion of the community foundation concept.

### Other organizations that support and promote the development of community foundations

Another key supporter of community foundations has been the Russian office of the UK Charities Aid Foundation (CAF) that opened in 1993 [see below]. CAF Russia's activities were focused on three key issues: promotion of philanthropy in Russia, creation of an enabling environment for giving, and the development of a sustainable not-for-profit sector. Today CAF Russia is a leader in the development of private and corporate philanthropy; it has assisted over 20 leading Russian and international companies to implement their corporate community involvement programmes. Thanks to CAF more than US \$25 million has been invested in the Russian NGO sector. CAF has regular contacts with a network of 40 NGO support centres across Russia and is exceptionally well-placed to evaluate the needs and priorities of non-profit and charitable organisations.

### **Structure and organization**

The Partnership includes 22 members. The main sources of funding are: grants from businesses and international organizations (C.S. Mott Foundation, WINGS Global Fund), and membership fees. The Partnership is governed by a Coordinating Board, which consists of community foundation CEOs.

### **Recent accomplishments**

Community Foundations Partnership collaborates actively with the Ministry of Economic Development and Trade (MEDT). The VIII Annual Community Foundation Partnership Conference was held with the support of the Ministry. The MEDT representatives (in particular, the Department of the Socio-Economic Reforms' Strategy) regularly participate in Conferences and other charity arrangements. In December 2007 Partnership representatives were invited to the MEDT Conference – Social partnership and development of the civil society – where the Partnership's Chairman, spoke at the round table on “Effective mechanisms of the social partnership between business, authority and NGO” about the community foundation model, its activity in Russia and its achievements. The deputy director of the Department of Priority Programmes Analysis and Monitoring, A.E. Shadrin, is a candidate for the Partnership's Board of Trustees, which will be formed in June 2008.

### **Current challenges/future developments**

- The Partnership is supporting new initiatives in Dagestan, Astrachan, Revda, Kovrov, Novokuznetsk. But the Partnership's administration cannot be sure how many community foundation initiatives there are in Russia. There are many more of them in our country than belong to the Partnership.
- A new member from Ukraine was affiliated on the last Coordination Board – Community Foundation of Nikolaev.

- Networks: nationally: at the last Coordination Board, a new networking cooperation with Irkutsk and Perm regions was discussed. Community foundations in the Irkutsk region see the necessity of creating an association to join efforts for development of their organizations in the Irkutsk region. Perm NGOs, including the Community Foundation of Perm, initiated an alliance of Perm grantmaking organizations to share their experience. Still the Partnership's members are not strong and professional enough to support such an activity.
- The best instrument for attracting donors to active support of the Partnership is their participation in Board of Trustees activities. Board members will not just obtain funds, but will invite other significant people to join this process, and will promote community foundations ideas on the national level.

### **Additional resources**

The Partnership's website is: [www.p-cf.org](http://www.p-cf.org)

*Correspondent: Ekaterina Maksimova / Juliya Zelentsova, Executive director / Director's assistant, Community Foundations Partnership*

## **Support Organization: CAF Russia**

### **History and purpose**

CAF Russia is a Russian office of the Charities Aid Foundation founded in UK in 1824. Its mission is to develop philanthropy in its diversity and bring more funding into the non-profit sector.

CAF was involved in community foundation development in UK, Europe, and it initiated the concept in Russia. The community foundations are seen as infrastructural supporting institutions that develop and mobilise numerous layers of donors and, therefore, bring philanthropy on to the new level.

### Other organizations that support and promote the development of community foundations

Community Foundations Partnership, a membership association of community foundations open to organizations from Newly Independent States (NIS) and Eastern Europe. It was initiated in 2003 and incorporated in 2006. It is CAF Russia's primary partner.

### **Structure and organization**

CAF Russia is a large entity providing services to national and international donors. It has 50 people on staff and 60 percent of its funding comes from Russian donors. It is a branch of the British foundation and is ruled by the UK board. The community foundation programme is funded by the C.S. Mott Foundation for grants and capacity building, and by national corporations for consulting.

### **Recent accomplishments**

Description of the recent 2007 grant programme: Institutional development with the focus on social change

In 2007 CAF Russia designed a three-option grant programme that included:

1. Challenge grants
2. Consultation grants
3. Self-assessment grants

In this programme the Challenge Grants were limited to \$5,000 and aimed primarily at supporting emerging and start-up community foundations.

The Consultation and Self-Assessment Grants were designed only for mature community foundations – members of the Community Foundations Partnership.

It is important to note **the emergence of the WINGS Global Fund for Community Foundations** which started playing a vastly important role in community foundation development in Russia. During 2006-2007 GFCF gave 12 grants ranging from \$10,000 to \$50,000 to 9 community foundations and to the Community Foundations Partnership. These are significant resources that far exceed the capacity of CAF Russia's grant programme, and its needs to be taken into account. CAF Russia has established collaborative relationships with GFCF which also helped to slightly change the focus of the grants programme. As CAF Russia has deeper knowledge of the context and stays in constant contact with the latest developments and initiatives in the field, it can now concentrate on identifying and supporting

emerging initiatives with smaller grants and adapting this support in accordance with changing environment. Another feature of CAF Russia's grant programme is its continuity that offers a more stable and long-term hands-on support.

**Challenge Grants:** Thirteen organizations were supported in 2007. The 2007 contest did not include the largest community foundations like Togliatti, Tyumen and Pervouralsk. Its main focus was on middle-sized and emerging community foundations. The majority of participating community foundations fulfilled and exceeded their targets. Another feature of the current state of Russian community foundations is that many that started planning endowment funding are gradually moving towards accumulating permanent resources.

**Consulting Grants:** The successful introduction of Consulting Grants, which are aimed at connecting mature community foundations with emerging initiatives from nearby regions with the purpose of sharing expertise, resulted in the formation of 6 new community foundations just in 2006. This showed that it is important to support the potential of mature community foundations in their efforts to spread the community foundation concept further. It was especially important that this programme was joined by other developed community foundations, apart from Togliatti, such as the community foundations from Tyumen, Pervouralsk and Rubtsovsk. Indirectly that became an important tool for further strengthening their institutional capacity.

**Self-Assessment Grants:** By introducing the Self-Assessment Grants CAF Russia aimed to help mature community foundations carry out an evaluation of their place in community, by undertaking an impact analysis and identifying those grants and activities that facilitated real changes in communities. An added benefit is that the mature community foundations would produce an evaluation framework that could be shared with other community foundations in Russia.

The Self-Assessment Grant programme was announced at the Community Foundations Partnership Coordinating Committee meeting in Penza in February 2007. CAF managers at this meeting explained the concept of Social Change and what is expected as the results of the grants.

The actual design of the evaluation framework was given to the discretion of grantees. However, in further discussion with several community foundations, it was decided that CAF would help them in finding an external consultant, a professional with expertise in evaluation. This decision was extremely helpful for the programme as the consultant produced a very insightful and thorough report, which raised a number of very important issues and provided an outlook from a different angle.

The main trends in community foundation development that were identified by the consultant:

- Facilitation of community integrity through strengthening cooperation between social and business organizations;
- Growth of personal responsibility for the present and future of community that is partially reflected in higher motivation of social authorities for taking on efforts exceeding their job descriptions;
- Emergence of new city "social managers". This tendency is seen through strengthening of the project culture, higher quality of projects, growth of the number of projects implemented independently of community foundations.

The assessment undertaken by the consultant proposed a high quality community foundation evaluation framework that can be shared with other community foundations. CAF Russia in its future activities will take steps to promote the findings for a wider audience.

In addition to this three-pronged programme, CAF Russia also involved 5 national corporations in community foundation development and brought the recognition of the concept to a new level.

### **Current challenges/future developments**

One of the key challenges that CAF Russia sees in community foundation development is widening the community foundation network and establishing community foundation support centres in remote areas of the country.

### **Additional resources**

CAF Russia's websites are: [www.cafrussia.ru](http://www.cafrussia.ru); [www.cafcf.ru](http://www.cafcf.ru)

*Correspondent: Larissa Avrorina, Programme Director, CAF Russia*