

# The Growth of Community Foundations Around the World

AN EXAMINATION OF THE VITALITY OF THE  
COMMUNITY FOUNDATION MOVEMENT

by

**Eleanor W. Sacks**



COUNCIL ON FOUNDATIONS

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## A Note to the Reader

This report on community foundation formation around the world is a joint project of International Programs of the Council on Foundations and the Worldwide Initiatives for Grantmaker Support—Community Foundations (WINGS-CF). WINGS-CF is a global network of organizations supporting community foundations and is a component of the larger initiative, WINGS, which addresses the interests of all grantmaking associations. WINGS was formed in the Fall of 1999 by the merger of an earlier network of community foundation support organizations and the International Meeting of Associations Serving Grantmakers (IMAG). While every effort has been made to provide a full accounting, it should be emphasized that this report is a work in progress. There may be organizations that have been overlooked and/or information that needs updating. WINGS-CF, coordinated by Community Foundations of Canada and guided by a global advisory committee, will continue to track community foundations developments worldwide. We welcome news of any community foundations or community-foundation like organizations that are not included in this report, new ones being formed, or community foundations that are making the transition from civil society, community development or other community philanthropy organizations.

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## Acknowledgments

I would like to thank Helen Seidler, former director of International Programs at the Council on Foundations, and Monica Patten, president and CEO of Community Foundations of Canada, for their sound advice, editorial judgment, and unflagging support. Suzanne Feurt, coordinator of the Community Philanthropy Initiative of the European Foundation Centre served as an advisor on the project. The “Overview of Community Foundation Developments around The World” she prepared for the 1999 Fall Conference for Community Foundations in Denver became the starting point for my own research. Her extensive knowledge of the community foundation universe and her wise counsel did much to keep this project on track. Finally, I would like to acknowledge the contributions of the many community foundation practitioners, funders and support organizations around the world, without whose input and advice this report could not have been written.

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## About the Author

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# Introduction

Individuals around the world and throughout time have demonstrated a charitable nature. They give of themselves willingly to promote the well-being of others and the betterment of their communities. Most acts of generosity or charity are done informally, neighbor to neighbor, in times of crisis, or out of a sense of religious duty. The act of giving back to one's community—by volunteering time and talents or by giving goods or money— is called community philanthropy.

While community philanthropy may be informal and immediate in nature, it can also take a more structured form. Individuals can create community philanthropy organizations that work to improve the quality of life in a community by collecting, managing and distributing charitable resources. A community philanthropy organization provides a sustainable longer-term approach to meeting community needs. One of the fastest growing forms of organized community philanthropy today is the community foundation.

Community foundations are not a new phenomenon; the first one was formed in the United States more than 85 years ago. However, in recent years they have experienced tremendous growth as individuals and institutions realize that the community foundation concept, which provides for a permanent pool of charitable funds for a local area, can meet the human needs of a rapidly changing world. In the decade since the destruction of the Berlin Wall and the fall of communism, community foundations have enjoyed increasing popularity and widespread acceptance. Community foundations are being developed in all regions of the world. Even in countries where community foundations were well established prior to 1989, their numbers and assets have increased dramatically.

It seems appropriate that we examine the current state of the community foundation movement worldwide and identify where community foundations and community foundation-like organizations have taken root. In order to understand why community foundations are being formed in so many countries, we will examine the factors that have encouraged their development and the role the support organizations and national and international funders have played in spreading the community foundation concept.

A broad consensus is developing about the usefulness of the community foundation concept. Individuals, support organizations, funders, and, in some cases, governments have taken the lead in developing community foundations in their areas. They come to the concept from varying perspectives. Some may have been involved in civil society organizations that work to increase citizen participation in government and the voluntary sector. Others may have supported community development projects, identifying and finding ways to meet the social and economic needs of communities. Or they may have focused their efforts on community philanthropy, encouraging local giving to meet local needs. What they all have discovered is that to achieve their goals, communities need to develop sustainable resources that will continue to provide support for local ini-

tiatives long after outside funders have departed. They realize that local resources, expertise, energy and commitment must be brought into play to ensure the continued vitality of local communities.

The community foundation concept has proved to be a flexible and adaptable instrument to meet not just immediate needs, but the changing needs of communities over time. It has shown the ability to adjust to changes at the local level and changes coming from outside forces, including the ups and downs of economic cycles, evolving political, cultural and nonprofit environments, the effects of globalization and the decline of centralized, highly bureaucratized social welfare programs. This simple but remarkable concept is proving time and again its agility in meeting the needs of the people, societies and communities it serves.

### ***The Community Foundation Concept***

Traditional community foundations have a number of characteristics in common. Even so, no two community foundations will be exactly alike. They are shaped by local traditions, history and culture to meet the needs of their local areas. Community foundations may display most but not all of the attributes listed below. They may emphasize one characteristic over another. Even in regions where community foundations have been established the longest, variations in structure and emphasis have developed. The adaptability of the concept makes it possible for each country and local area to mold it to fit its unique circumstances.

#### Community foundations

- seek to improve the quality of life in a defined geographic area;
- are independent from control or influence by other organizations, governments or donors;
- are governed by a board of citizens broadly reflective of the communities they serve;
- make grants to other nonprofit groups to address a wide variety of emerging and changing needs in the community;
- seek to build, over time, a collection of endowed funds from a wide range of donors, including local citizens, other nonprofits and businesses;
- provide services tailored to the interests and giving capacity of donors;

- help donors achieve their philanthropic and charitable goals;
- engage in a range of community leadership and partnership activities, serving as catalysts, convenors, collaborators and facilitators to solve problems and develop solutions to important community issues;
- have open and transparent policies and practices concerning all aspects of their operations; and
- are accountable to the community by informing the general public about their purposes, activities, and financial status on a regular basis.

One way to illustrate the differences among traditional community foundations is to use an example in the area of governance. In the United States, in most cases it would be considered inappropriate, or even a conflict of interest, for a sitting government official to be on a community foundation board. Government authorities, such as judges, may be given the power to appoint community foundation board members; but board members are expected to act impartially and in the best interests of the community, not in the political interests of those who appoint them. Community foundations and government bodies do come together to establish public/private partnerships to address local issues, but they do not do it through the board structure. In the United Kingdom, it is common to have local government officials on community foundation boards. No conflict is perceived. Since community foundations and the local authorities are working for the benefit of the community, they believe it is advantageous to include government officials in decisionmaking. In some areas of the United Kingdom, the national government and local authorities have been instrumental in setting up and promoting community foundations, a very unusual practice in the United States. Even though his position is largely honorary, British Prime Minister Tony Blair shows his support for the community foundation movement by serving as vice chair of the County Durham Foundation, his local community foundation.

Given the variations that exist in countries with a long history and experience of community foundations, it should not be surprising that in emerging democracies—where legal, regulatory and banking structures are evolving, local resources are scarce, and varying attitudes towards philanthropy and volunteering exist—the traditional community foundation may be difficult to establish. However, even in these countries, community philanthropy is still a powerful, modernizing force and is leading to the creation of community foundations and community foundation-like hybrids.

## ***Factors Influencing the Dynamic Growth of Community Foundations in the 1990s***

Probably the most dramatic worldwide development in the last ten years was the sudden collapse of communism and the need to create new political and social structures in former totalitarian countries. Less dramatic, but no less powerful, has been the turning away from the welfare state in the western democracies and the end of large programs operated by major international funders.

Many western democracies had created centralized, social welfare structures that their citizens relied on to meet their social needs. In an increasingly globalized economy that is turning towards free market capitalism, these states find they can no longer be competitive if they continue to spend large portions of their gross domestic product on social services. At the same time, many countries have concluded that programs designed and run by centralized bureaucracies are not effective in identifying and addressing local needs. These two trends have combined to influence national governments to privatize social programs or turn them over to local agencies.

Increased globalization of the economy has led to a decline in the importance of the nation state. Hand in hand with globalization has come a move to devolve political power to local authorities. The result has been an increase in local decisionmaking and governance based in part on the belief that those closest to the situation will find the most effective solutions to local issues.

The end of the Cold War removed much of the impetus for large governmental foreign aid programs designed to ensure the loyalty of allies in the rivalry between East and West. Foreign aid budgets have been reduced drastically, leaving many poor nations hard-pressed to provide for the needs of their people. These countries need to find new ways to build and sustain resources.

A consensus is emerging worldwide that no one sector can do it alone. Instead, governments, the private sector and nonprofits are realizing that they must work together to solve the persistent needs of their communities. In this new economic and social environment, governments are not responsible for all social services, but may provide a social safety net. The private sector creates employment that allows individuals to earn a living and acquire wealth. It also may support communities through socially responsible corporate giving programs. Nongovernmental organizations (NGOs) and philanthropic organizations cannot effectively run large social programs, but they can identify local needs, marshal local resources and provide a conduit for national and international funding. They also can be incubators for new ideas and approaches to solving community problems.

Community foundations originally developed in North America out of traditions of secular philanthropy and individualism; the political, social and regulatory environment encouraged citizens to come together to create philanthropic organizations. Today, many countries face the challenge of building a new infrastructure to provide support for individual philanthropy. In the former

communist countries, the state actively discouraged, disparaged and even punished private philanthropy. In some parts of Central and Eastern Europe, volunteerism is still considered a bad word, since individuals were forced to “volunteer” their labor in the interests of the state. The non-partisan, non-political nature of community foundations can do much to build the sense of community and, by example, show what philanthropy can be.

Community foundations flourish where there is general support for individual and local philanthropy. The dedicated volunteers who work to create community foundations in their communities are the most important assets community foundations have. An enabling environment in which legislation and tax policy recognizes and rewards charitable giving also can help facilitate new foundation creation. When community foundations, their associations and support organizations can show the ability of community foundations to improve the lives of the community, it becomes possible for them to influence the legal and regulatory climate in which they operate. Community foundations are based on trust. Where climates of trust do not exist, community foundations can help to create them by making their actions and policies open and accessible to the public.

Recent changes to the world’s political, economic and social systems have created an opportunity for community foundations to play a leadership role. When communities cannot rely on national or local governments to provide for them, they must rely on themselves to identify the issues that are of the greatest concern and find ways to address them. Community foundations—characterized by their focus on local asset development, local control and local decisionmaking—are uniquely suited to this way of operating. The great interest in establishing community foundations around the world shows how powerful the community foundation concept can be in easing the transition to this new environment.

### ***Spreading the Concept: The Role of Grantmaker Associations and Other Support Organizations***

There are several types of organizations that support community foundation development. One broad category is associations of grantmakers. These are membership organizations that typically provide training and educational programs; information resources; and programs to promote, support and spread the concept of organized philanthropy. They may focus on only one type of foundation, such as community foundations, or a particular set of donors, such as corporate foundations and giving programs; or they may have a broader membership base. Grantmaker associations may also form around funding priorities, such as AIDS or children and family issues. In the United States, associations have formed around functional areas such as finance and administration, development and grantmaking. Other types of support organizations may not be membership based, or they may include funding organizations as well as grantmakers.

One of the chief benefits of grantmaker associations and support organizations is the opportunities they provide for foundations to network and share ideas and best practices. Peer learning is one of the most powerful tools community foundations have for developing individual foundations and the field as a whole. The number of grantmaker associations and support organizations around the world has grown dramatically in the last decade, in parallel with the growth of community foundations. The increase has come about as grantmakers realize they can be more effective if they band together. Networking has led to mentoring relationships, with more advanced foundations providing advice and technical assistance to start-ups, and collaborations on issues of common concern. In country after country it can be shown that the establishment of grantmaker associations and support organizations has speeded up the course of community foundation development.

National associations and support organizations also play a key role in the public policy debate over the role of foundations in national life, and the regulation of foundations and nonprofit organizations. They do research on philanthropy and the law and promote legislation to create a more supportive regulatory climate for foundations and other nonprofit organizations.

The first support organization for community foundations was formed in the United States in 1949 by a group of community foundations, some 35 years after the first community foundation was established. In the 1960s this organization was renamed the Council on Foundations and opened its membership to all types of grantmakers. It held its first annual conference solely for community foundations in 1985. The first regional association of grantmakers (RAG), the Conference of Southwest Grantmakers, was established in the United States in 1948, one year before the Council on Foundations. Since that time the number of regional associations in the United States has grown to more than 50. A number of these remain informal, meeting a few times a year. However, several of the larger RAGs have specialized divisions within their organizations to provide services tailored for their community foundation members. A handful of state associations just for community foundations have been formed to address common issues that have a regional and statewide focus.

In 1989, the European Foundation Centre (EFC) was established as a membership organization for funders across Europe. EFC's purpose is to represent the interests of its member organizations before national governments and the European Union, convene meetings and facilitate networking, and provide current information to support member programs and initiatives. It launched its Community Philanthropy Initiative (CPI) in 1999 to strengthen and increase organized philanthropy at the local level by building the capacity of community philanthropy organizations. Promoting the formation of community foundations in Europe is one of the primary goals of the initiative.

Several countries have developed national membership associations for community foundations. The Association of Community Trusts and Foundations (ACTAF), soon to be renamed the Community Foundation Network, was founded in the United Kingdom in 1991. Community Foundations of Canada was formed in 1992. Both are active in promoting community founda-

tions and in providing educational programs and other services for their members. They are also active internationally in helping to promote the community foundation concept around the world. A number of other support organizations have established programs to support community foundation development. These include the Academy for the Development of Philanthropy in Poland and the Southern African Grantmakers Association. In Russia the Charities Aid Foundation–Russia has taken a lead role in helping to establish community foundations there.

A recent development is the formation of an international network of associations and support organizations that are active in community foundation development, the Worldwide Initiatives for Grantmaker Support–Community Foundations (WINGS–CF). The first meeting of the network was held in Miami in 1998. Its second meeting will take place in Ottawa in May 2000.

### ***Spreading the Concept: The Role of Funders***

National and international funders have become a powerful force in spreading the community foundation concept. Without their support, it is certain that the community foundation movement would not have traveled as far and as fast as it has in the last several decades.

Community foundation funders take many forms. Private foundations have played the largest role; but national governments, government entities and local authorities—and even a few corporations—have seen the benefit of sustained funding for social and economic needs that community foundations provide.

Funders bring a number of resources to bear in promoting community foundations. The first is the validation of the concept. When funders become interested in an idea and promote it, individuals, the private sector, policymakers and other funders take notice. Funders provide expertise, in the form of staff or consultants, to help form new community foundations, especially in areas where they are not well established. They create opportunities for learning about the concept by funding study tours and setting up meetings where individuals learn what a community foundation is, how it functions and the impact it has had in other communities. They provide networking opportunities for established community foundations. Finally, the financial resources they provide help to create new community foundations and strengthen existing ones.

Funders have devised a number of programs to encourage the development of community foundations. The most common are: grants to individual foundations for start-up and technical assistance, challenge grants to build endowment, and grants for specific programs and initiatives. It is not the monetary resources alone that benefit community foundations. Support from a major funder can raise a foundation's profile and the level of trust it enjoys with other potential donors, grantees and the community at large.

A complementary strategy has been funding for associations of grantmakers and other organizations interested in promoting the community foundation concept. A multiplying effect takes place when funders support associations and organizations that provide networking and peer exchange.

The Charles Stewart Mott Foundation was the earliest international foundation to recognize the potential of the community foundation concept. It began supporting individual community foundations in the United States with challenge grants in the late 1970s, and then expanded its programs to provide support for technical assistance programs through the Council on Foundations. In the late 1980s, it began promoting the model internationally. From funding programs to accelerate the start-up and effectiveness of new community foundations, Mott moved up to developing programmatic areas for community foundations, such as the neighborhood small grants program. Mott also recognized that making grants to grantmaker associations and support organizations was an effective way to spread the concept and began funding those as well. Many other national and international funders have realized the power of the community foundation concept and support community foundation development through their programs to promote philanthropy and volunteerism. Other major international funders include the Ford Foundation, the Soros Foundation Network of Open Society Funds, John D. and Catherine T. MacArthur Foundation, W.K. Kellogg Foundation, the Rockefeller Foundation, Charities Aid Foundation and its affiliates, and Bertelsmann Foundation. The Synergos Institute, an organization which provides technical assistance to start new community foundations, has also been heavily involved in promoting the community foundation concept around the world.

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We turn our attention now to the community foundations themselves. The worldwide tour that follows is designed to place the creation of community foundations in context. Some of the organizations described below will not take the form of traditional community foundations, falling instead into a hybrid category of community foundation-like organizations. They may evolve in the future into a more traditional form of community foundation, or they may stay as they are. These community foundations and community foundation-like organizations illuminate the creative ways local individuals and funders have found to promote philanthropy in their communities.

This overview reflects a moment in time and is very much a work in progress. Names of community foundations and hybrid organizations will be added or subtracted as more information becomes available.

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# Community Foundation Formation Around the World: A Regional History Tour

## I. The Americas



### United States

It seems appropriate to begin where it all began, in 1914 with the formation of the first community foundation, **The Cleveland Foundation**, in Cleveland, Ohio. Frederick H. Goff, a local banker, had the deceptively simple idea to consolidate a number of trusts into a single organization that would exist in perpetuity and be governed by a board of local citizens. The trust assets would continue to be managed by the banks, but the citizen board would assess the needs of the local community and make grants to community organizations to meet the needs in that local region. This new philanthropic model would not only relieve local trust banks of the burden of grantmaking, but would make certain that the changing needs of the community would be served into the future, even if the original purpose of the trust was no longer needed. The model he developed came out of the Progressive Movement in the United States, which promoted the secularization of philanthropy and saw a need for professional, businesslike management practices in government and in charitable endeavors. It is not coincidental that community foundations arose at the same time as the first large private foundations were being formed.

There was a boom in community foundation formation in the 1920s as the concept spread, especially in the Midwest and Northeast. Community foundations faced a difficult period of decline during the Great Depression of the 1930s, when resources were scarce and the banking system was in difficulty and disrepute. The number of community foundations once again began to rise after World War II. When the movement revived in the late 1940s and 1950s, founders often opted for the charitable corporate form of community foundation organization rather than the bank trust form. Corporate form foundations are characterized by self-perpetuating boards and the authority to make investment decisions themselves.

Foundations in this period, especially private foundations, came increasingly under attack for the perception that they abused their tax-exempt status. The result in the late 1960s was a sweeping

change in tax legislation to combat the perceived abuses. The reforms instituted by the Tax Reform Act of 1969 included a redefinition of the types of foundations according to their tax-exempt status, more government oversight of foundations, and restrictions placed on private foundation operations. As part of these reforms, community foundations received a favored tax status as public charities.

The effects of the Tax Reform Act of 1969 point to the importance of enabling legislation in encouraging community foundation creation. The current acceleration in the number of community foundations formed in the United States began in the 1970s as the regulations of the 1969 Tax Reform act were promulgated. The advantages of public charities over private foundations include greater deductibility of gifts, exemption from taxes and looser government regulation. The number of new community foundations being formed rose, even as the number of new private foundations leveled off. Private foundations did not recover their momentum until the late 1980s.

The upward trend in community foundations was enhanced further as the recession of the early 1980s put national social programs at risk. During the Reagan presidency, government began turning away from large-scale national social programs, a trend that has continued into the 1990s and shows no signs of being reversed. Individuals and private foundations began looking to community foundations as a way to make up for the loss of national funding for local social programs. The economic boom years of the 1990s further enhanced the growth of community foundations. As the pool of disposable income increased, community foundations benefited from the desire of individuals to give back to their communities and take advantage of the tax benefits of charitable giving.

The movement has reached a level of maturity in terms of fiscal management and the professionalization of community foundation staffs. Most parts of the United States have access to a community foundation, and there is an emerging trend toward community foundation mergers in smaller markets and the creation of area or affiliate funds to take advantage of economies of scale. An area or affiliate fund covers a specific geographical area and operates as a donor-advised fund of another, usually larger, community foundation in its region. The assets of the area or affiliate fund are managed by the lead community foundation to achieve lower administrative costs. Typically, the affiliated fund has its own board that recommends decisions on grantmaking to the lead foundation.

There are several reasons for the continued expansion of community foundations in the United States. First is the concern about the continuing decline of state social welfare programs and the ability of governments, even at the local level, to meet social needs. Second is the devolution of power to state and local governments and the resistance to taxation as a means to provide social services at any level. Third is the large increase in wealth caused by a vigorous economy and the transfer of wealth from the World War II generation to their heirs, which has left many living donors with large amounts of disposable assets.

The tremendous asset growth in the last two decades has resulted also from the structural changes community foundations have made to attract living donors through donor-advised giving programs. Donor-advised programs allow living donors, who can be individuals as well as corporations, to make donations to their community foundations and get an immediate tax deduction. They also allow donors more direct participation in their philanthropy, which donors value. Donors are given the opportunity to recommend the dollar amount of donations and the charitable organizations to whom they should be sent. The donor-advised aspect of the community foundation model has become so popular with donors that it has spread to other types of non-profits such as religious denominations, ethnic organizations and universities, and is being replicated by commercial entities that encourage charitable giving while continuing to manage the charitable assets.

**Facts:** There are nearly 600 community foundations in the United States today, which at the end of 1998 held more than \$25.2 billion in assets, up almost 19 percent from the year before. Gifts in 1998 exceeded \$2.8 billion, a nearly 17 percent growth, and grants exceeded \$1.5 billion, up nearly 23 percent.

**Resources:** Because it had a head start, the United States is home to numerous grantmaker associations and support organizations, including the national Council on Foundations. The Council's Community Foundation Services group focuses on the needs of its members. The international interests of U.S. community foundations are served through its International Programs group. Approximately 60 people attended the Council's first annual conference for community foundations, held in Boston in 1985. In the fall of 1999, at the 15th conference, the number attending had grown to more than 1200.

There are also regional and statewide associations of grantmakers (RAGs) that provide information, educational opportunities such as conferences and meetings, and opportunities for networking and sharing of best practices. A number of the statewide RAGs have programs for community foundations. These include the Council of Michigan Foundations, the Donors Forum of Ohio and the Indiana Donors Alliance. Statewide associations for community foundations exist in Pennsylvania, California, North Carolina and Florida.

The United States is home to a large number of national funders that have recognized the agility and flexibility of the community foundation concept. National funders that are currently active in the United States include the Charles Stewart Mott Foundation, Lilly Endowment, Ford Foundation, W.K. Kellogg Foundation, David and Lucile Packard Foundation, the Rockefeller Foundation, the John S. and James L. Knight Foundation and the James Irvine Foundation.

## Canada

The community foundation concept traveled across the Great Lakes into Canada very soon after it was developed in the United States. The first Canadian community foundation was the **Winnipeg Foundation**, formed in 1921—only seven years after the Cleveland Foundation, on which it was modeled. Community foundations in Canada continued a slow but steady growth from their beginnings into the latter part of the 1970s, when the movement began to gain momentum. In the last decade, the growth in the number of community foundations in Canada can be described as explosive. This is due to a number of developments. The model itself has proved attractive in the Canadian context as the country tries to find alternatives to state funding for social welfare programs. National and international funders have promoted the concept and supported individual foundations. Community Foundations of Canada, a national support organization devoted solely to community foundations, was created and is very effective in promoting the community foundation concept. The federal and provincial governments also have been supportive, recognizing the utility of community foundations in meeting local needs as centralized programs decline.

**Facts:** Canada currently has nearly 100 community foundations. Community foundations exist in all Canadian provinces and in the Northwest Territories. To put the recent growth into perspective, seven of the community foundations now in existence were formed from 1921 through the 1960s; 10 community foundations were formed in the 1970s; 18 in the 1980s; and 55 plus in the 1990s. Today, there are more community foundations per capita in Canada than in the United States. Canada has approximately one community foundation for every 313,000 people, whereas the United States has one for every 492,000 people. In 1998, assets held by Canadian community foundations exceeded \$1 billion (about \$690 million U.S.\*) by year's end and \$50 million (\$34.5 million U.S.) in grants were made. The **Vancouver Foundation**, formed in 1943, has more than \$550 million (\$380 million U.S.) and is one of the largest community foundations in North America. It has also been involved in mentoring a community foundation in Mexico. Canadian tax law encourages donations to nonprofit organizations through tax deductions, but does not accord to community foundations the special status that exists in the U.S. tax code.

**Resources:** Many funders have been active in supporting the community foundation movement in Canada. These include from Canada: the J.W. McConnell Family Foundation, Walter and Duncan Gordon Foundation, the Lawson Foundation, Thomas Sill Foundation and the T.R. Meighen Foundation, as well as the national government and the U.S.-based Charles Stewart Mott Foundation. The membership association for community foundations, Community Foundations of Canada (CFC), was established in 1992 and plays an important role in encouraging the development of both established and emerging community foundations through information, technical assistance, training and networking. In 1998, more than 300 community foundation representatives attended the Community Foundations of Canada national conference. In addition, CFC has taken a leadership role in forming worldwide international networks and organizations supporting grantmakers.

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\* Currency conversions, where noted, are given in U.S. dollars based on rates in effect on February 29, 2000.

## Mexico

Traditions of philanthropy in Mexico, as in other Latin countries, have been associated primarily with religious charity and with the benevolence of elites. That is, philanthropy is seen primarily as a matter for the churches and the ruling classes. By and large, the public has viewed philanthropy as a way for the elites to maintain social control, and individual philanthropists have used their giving to obtain prestige and social status rather than to make a difference in the lives of the people.

Following the thinking of other western countries, Mexico in the nineteenth century created a social welfare state. Today, however, Mexico is turning away from the state-centered model and is privatizing businesses and the delivery of social services. Local populations must rely increasingly on their own initiative to meet their social needs. The concept of philanthropy is undergoing a transition in Mexico as individuals and nonprofits begin to create local resources for solving local problems.

There are about 20 community philanthropy organizations in Mexico, with more under development. The country has become a laboratory for creativity in the formation and structure of organizations designed to meet community needs. Some are organized in a more traditional community foundation form, while others are hybrid organizations. Community foundations or foundation-like organizations exist in the cities and regions of Oaxaca, León, Morelos, Bajío, Celaya, Cozumel, Puebla, Córdoba, Chihuahua, Guanajuato, Irapuato and others.

One of the newest community foundations, **Fundación León**, was formed in October 1999 after several years of planning. León is a wealthy city with an economy based on ranching, leather tanning and footwear manufacturing. Yet it also has a great need for programs and services for the young, the poor, the aging and the disabled. It is difficult for those with means to give to people in need, other than through direct handouts, because of the poorly developed nonprofit sector. The community foundation model is attractive because it is an effective vehicle for individuals to collectively meet community needs and, most importantly, it gives donors confidence that their money will be managed and used effectively. The founding board members decided not to look for money from government or from outside the community until they had succeeded in raising money locally. It is important to them that the foundation be independent from outside influences. They also want to build the community foundation as a focus for local philanthropy first, so that the community has a clear understanding of what a community foundation is and does.

At the other end of the spectrum, the **Fundación Comunitaria Oaxaca** was developed out of the idea of an American foundation president who was interested in promoting a more pluralistic, harmonious society in Mexico after the Chiapas uprising in 1994. She felt that establishing a community foundation in southern Mexico would be an effective way to do that. Oaxaca, which is the country's second poorest state, was chosen as the site. Other U.S.-based foundations, Mexican corporations and prominent local businessmen were enlisted to do the initial planning. If a local community foundation could be established, there was the promise of substantial grants from national businesses, as well as from some of the largest international foundations. The

foundation was established in 1996. Several devastating hurricanes in the region helped spur the creation of the Fundación Comunitaria Oaxaca so that it could channel disaster relief aid from donors within Mexico and abroad. In 1998 approximately half the donations to the foundation came from Mexican sources, for the most part outside of Oaxaca, and half came from international funders. The foundation's grants program focuses on children and youth, women, and micro-regions. It continues to seek and receive grants from international funders.

An interesting hybrid organization exists in the state of Chihuahua, where a group of businessmen established the **Fundación del Empresariado Chihuahuense** in response to another natural disaster. They were able to have legislation passed that imposed a payroll tax on their businesses. The government collected the tax; the proceeds were turned over to a foundation the businessmen created that made grants to meet the emergency. After the initial crisis passed, they decided to continue their work in the community and had the enabling legislation renewed.

**Resources:** In addition to local individuals and corporations, community foundations in Mexico have received international support from the Ford, Kellogg, MacArthur, Rockefeller and International Youth foundations. The Mexican Center for Philanthropy (Centro Mexicano para la Filantropía, or CEMEFI) was formed in 1988 to promote the culture of philanthropy in Mexico. It has held four workshops for Mexican community foundations in partnership with the Synergos Institute.

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| <p style="text-align: center;"><b>THE CARIBBEAN</b><br/>Anguilla, B.W.I.<br/>Puerto Rico<br/>U.S. Virgin Islands</p> |
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**Anguilla, B.W.I.**

The **Anguilla Community Foundation** was formed in Anguilla, British West Indies, in May 1999. Due to the poverty on the island and its reliance on tourism, the primary focus for the foundation is on community development and the environment. The community foundation was formed by a local steering committee headed up by a former U.S. community foundation executive who now lives on the island. It also received technical assistance from the Southeastern Council of Foundations, a U.S. regional association of grantmakers that includes Caribbean community foundations in its membership.

## **Puerto Rico**

Puerto Rico has a population of 3.5 million people and a per capita income only one-third that of the United States. It is linked to the United States through its commonwealth status, which gives it autonomy in local governance and makes its inhabitants eligible for the benefits of U.S. citizenship. The island's deep poverty encourages many of its most enterprising citizens to leave the island and move to the U.S. mainland to seek opportunity and employment.

The **Puerto Rico Community Foundation** (PRCF) was formed in 1985 to provide a focus for philanthropy on the island. Until then, the island had received little support from mainland foundations or the business community. In particular, it was felt that the corporations, which had established manufacturing plants on the island under a U.S. government program that eliminated business taxes, were not contributing their fair share. The Ford Foundation realized that a community foundation could be an asset for the island. In 1985, it commissioned a feasibility study to identify the prospects for developing a community foundation there. The study recommended a two-part development strategy. The first step was the establishment of a high quality, professionally managed philanthropic organization, the PRCF, with backing from large foundations on the mainland. Once that had been accomplished, the PRCF would be able to approach the business community and provide them with a way to give back to the island.

The PRCF decided it would achieve high impact and high visibility by immediately undertaking a large grantmaking program that would make it known throughout the island. The PRCF began with a total of \$4 million in grants from the Ford, Rockefeller, Mott and MacArthur foundations and the Carnegie Corporation, in addition to donations from 11 major corporations with operations on the island. The foundation continues to be successful in attracting government grants, foundation support and corporate philanthropy, but building support from local individuals has been harder to achieve in a country that has neither great wealth nor a tradition of organized philanthropy. At the end of 1998, the PRCF's endowment was \$18.5 million.

The foundation has attracted attention throughout the world, particularly in Latin America and the Caribbean. It has become a point of reference for Latin American community foundations on how to harness resources for the benefit of local communities.

In 1994, the PRCF established the Institute for the Development of Philanthropy, which in 1997 hosted an international conference on community philanthropy and intermediary organizations that was attended by representatives from Africa, Asia, the Caribbean and Latin America. A second conference is being planned.

**U.S. Virgin Islands**

Community foundations exist on the islands of St. Croix and St. John.

The **St. Croix Foundation for Community Development** was established in 1991. It has taken a leadership role on the island in helping to revitalize the local economy through a number of programs, including a community business loan program for new or existing small businesses. It has attracted U.S. government funding for a women’s business center and for AmeriCorps literacy training on the island. Other programs are helping to restore a historic district on the island. The foundation also serves as a fiduciary for a number of smaller nonprofits on the island.

The **St. John Community Foundation** was officially established in 1990. It also is involved in community development, focusing on the economy and the environment. It took a leadership role in helping St. John recover from Hurricane Hugo that struck the island in 1989. It has partnered with the Audubon Society to restore wildlife habitat and works with the U.S. National Park Service on issues having to do with recreation and the environment.



**Brazil**

There is a growing interest in and acceptance of philanthropies in Brazil. The number of philanthropic organizations has more than doubled in the last ten years, even though widespread abuse of foundation funds in the past has left the word “philanthropy” with unsavory connotations. In place of philanthropy the terms “social responsibility” and “social investment” are more commonly used and accepted to get the concept across.

A planning effort is currently underway in Rio de Janeiro to establish a community foundation-like organization, **Instituto Rio**. The project is receiving technical assistance from the Synergos Institute in cooperation with two Brazilian organizations, Roda Viva and the Institute for Cultural Action (IDAC). The aim of the new foundation will be to provide more sustainable financing for nonprofit organizations in Rio that serve disadvantaged groups, in particular poor women and children. Interest in community foundations is growing in other parts of Brazil as well.

**Resources:** In addition to Synergos and its partner organizations, a support organization, Grupo de Institutos, Fundações e Empresas (GIFE), is bringing together businesses and philanthropic organizations to promote and carry out social development in Brazil. GIFE has shown an interest in promoting the community foundation concept in Brazil.

## **Ecuador**

**Fundación Esquel-Ecuador** (FE-E) was formally established in 1990 as a national nonprofit independent foundation. It has a number of community foundation characteristics, but is concerned primarily with community development, focusing on the economic, social, and cultural needs of the most disadvantaged segments of Ecuadorian society. It supports development by helping the nation's poorest to solve their own problems and by seeking ways to modify the current conditions that promote social injustice. The founders of FE-E were motivated by concerns that traditional development models had not succeeded in creating sustainable solutions to the problems of poverty; funding for community development needed to be made more relevant to the existing needs and conditions in the targeted areas; and growth of the philanthropic sector in Ecuador needed to be nurtured in order to minimize the dependency on external sources of funding.

As one of the first foundations of its kind in Latin America, it has developed into a strong force in Ecuador's development and is a model for many other emerging community development foundations throughout the world. It has been very successful in attracting funds from many international funders, including foundations and government agencies; and as a consequence began making grants almost immediately in order to establish a presence within the country and gain credibility. FE-E has an endowment of about \$900,000 drawn from foundation, corporate and individual sources. In order to ensure the long-term sustainability of its work, the foundation has adopted a policy of efficiency and transparency in the management of its resources to build trust in the organization. Since its founding ten years ago, Fundación Esquel-Ecuador has supported more than 250 projects, with the direct participation of more than 500,000 persons in all regions of Ecuador. FE-E has supported various studies on philanthropy in Ecuador and is looking at ways to encourage charitable giving among individuals and businesses.

## II. Europe and the Middle East



### United Kingdom

Britain had a rich tradition of private and secular community philanthropy that dates back at least to the English Reformation in the sixteenth century. The beginnings of the social welfare state in the nineteenth century caused this tradition to atrophy as the state took responsibility for meeting social needs. Today, community philanthropy is enjoying a renaissance. The United Kingdom now has community foundations in all of its component parts: England, Scotland, Wales and Northern Ireland. Even though the development of community foundations fits in well with the Blair government’s focus on devolution and helping people to help themselves, the beginnings of the community foundation movement go back two decades to the early days of the Thatcher government, just as the United Kingdom was beginning to dismantle the social welfare state.

The first community foundation in the United Kingdom was the **Northern Ireland Voluntary Trust**, established in 1979 to support and encourage efforts of voluntary and community groups to tackle the worst effects of Northern Ireland’s serious social, economic and community problems. Its initial funding came in the form of a £500,000 challenge grant (about \$790,000 U.S.) from the central government to be matched one-to-one by funds raised independently by the Trust. Today, the Trust relies on income from the endowment and donations from individuals, foundations, statutory bodies and the European Union (EU). It is a respected nonsectarian organization trusted by Protestants and Catholics alike in its pursuit of community development and peace.

Initially, progress in the United Kingdom was slow. Impediments to establishing community foundations included the depressed state of the British economy in the 1980s, uncertainty about how to apply an American charitable model and the difficulty of selling the concept of endowment when immediate needs were so great. In addition to government support, community foundations in the 1980s received support for technical assistance from the Mott Foundation. They

also were helped by the Charities Aid Foundation (CAF) in the United Kingdom. CAF was convinced of the importance of the model and was influential in persuading the Mott Foundation to set up a two-stage challenge grant program. Mott provided a challenge to CAF of £1 million (about \$1.58 million U.S.) to support the development of U.K. community trusts and foundations if CAF could raise an equal amount in Britain. That challenge was met and the £2 million (about \$3.16 million U.S.) was used to create a second challenge. The £2 million was divided into three equal grants to be awarded to three British community foundations on a competitive basis for a 2:1 match, which would create permanent endowments of £2 million in each foundation. The **Tyne & Wear Foundation**, **Greater Bristol Foundation**, and the **Cleveland Community Foundation** were awarded the challenge grants that were essential in attracting other donors to their foundations. The challenge program did much to raise the profile of community foundations in the United Kingdom. An unforeseen outcome of the challenge was that a number of other community foundations in the competition who did not receive grants would not be deterred and went ahead with their own endowment campaigns.

The community foundation movement began to hit its stride with the formation of the Association of Community Trusts and Foundations, the national membership association for community foundations, in 1991. The recent growth in numbers of community foundations also has been aided by the Labour government's focus on local decisionmaking and local initiative for solving social problems. The economy, which is growing and dynamic in many parts of the country, has increased the money available for giving. The disparities between the more prosperous areas and the industrial areas left behind in the current economic prosperity have also spurred community foundation development.

**Facts:** There are now 54 community foundations in the United Kingdom and their numbers are increasing rapidly. About half are in full operation and the rest are at early stages of development. At the end of the 1998-99 fiscal year, the combined total assets of the 24 most established community foundations reached £73,250,000 (\$115,590,000 U.S.), more than double the assets two years before. They made a total of nearly £19 million (\$30 million U.S.) in grants up from £1.4 million (\$2,210,000 U.S.) in 1992.

**Resources:** The Association of Community Trusts and Foundations (ACTAF) was established in London to promote and support community foundation development in the United Kingdom. It recently changed its name to the Community Foundation Network. The Community Foundation Network has been active in mentoring community foundations on the continent and is actively working to develop a London-wide community foundation affiliate model for the capital. The new structure, which will be known as the London Community Foundation Network, has grown out of informal collaborations and joint work during the past two years among London's one emerging and seven established community foundations. The new structure will extend community foundation services to areas of the city not currently being served.

## **Belgium**

The **King Baudouin Foundation** (KBF) is an independent foundation established in 1976 to mark the 25th anniversary of the reign of King Baudouin of Belgium. The foundation is active in Belgium, but also funds projects in Europe and internationally. KBF accepts funds from individuals, nonprofits and corporations and provides them with services similar to a community foundation. Its board of governors is drawn from the leading figures and sectors in the country. Sources of income are its own resources (36 percent); its component funds (5 percent); the Belgian National Lottery (46 percent); and other sources (13 percent).

KBF is working to develop community foundation affiliates in at least two areas of the country. In Wallonia, efforts are underway to expand the Fond La Wartoise, which was set up in 1997 within KBF to serve the towns of Couvin, Momignies and Chimay and the surrounding rural area. The fund was initially established by the Chimay Wartoise Foundation, an entity created in 1996 by the Scourmont Abbey to run its successful beer and cheese production operations.

KBF is exploring the idea of establishing an affiliated regional community foundation in West Flanders with funds from the Levi Strauss Foundation. Levi Strauss recently closed a plant in that area and is interested in supporting local development initiatives in Belgium.

**Resources:** The King Baudouin Foundation recently announced the Community Foundation Exchange Fellowship, a pilot peer exchange program for community foundation professionals in Europe and the United States. The exchange program will select ten senior staff and trustees, five each from Europe and the United States, for a three-week program. Exchange fellows will undergo orientation and spend two and a half weeks in residence at their host community foundations. The program has been developed in partnership with the German Marshall Fund of the United States and with financial support from KBF's U.S. affiliate, the King Baudouin Foundation U.S., and the Charles Stewart Mott Foundation.

## **France**

The **Fondation de France** is an independent, nonprofit foundation that operates in many respects like a national community foundation. Modeled on the Cleveland Foundation, it was founded in 1969 to help people, businesses and associations to realize philanthropic, cultural and scientific projects of general interest. It acts as an umbrella organization for individuals who want to form their own personal foundations and take advantage of the Fondation de France's program expertise and fiscal management. It encourages the development of community organizations and associations by allowing them to set up accounts with the foundation, thereby giving donors the maximum tax incentives. The Fondation de France puts its methods and evaluations tools at the disposal of these associations; it also assesses priority needs and raises funds to meet them. The foundation relies on committees of experts, all volunteers, in specific project areas such as children, the arts, aging and medical diseases.

To strengthen its presence across the entire country, in 1989 the Fondation de France set up seven regional bodies that are composed of and run by volunteers. The regional bodies establish programs and keep the public informed about their operations locally as well as the foundation's activities nationwide. Because the regional bodies are closer to the field, they can react more quickly to local needs by supporting projects to which they bring technical expertise and/or financial assistance.

## **Germany**

Community foundations have only recently been established in Germany, and their numbers have grown quickly. In late 1996, the first community foundation, **Stadt Stiftung Gütersloh** (City Foundation Gütersloh), was established in the hometown of the Bertelsmann Foundation, an independent operating foundation which took the lead role in creating the community foundation.

Community foundations in Germany are commonly called citizens' or city foundations (Bürgerstiftung). Ten community foundations are now operating, and new ones are being established or considered in eight other areas. They have received start-up funds from individuals, from national foundations, and in a few cases from city governments. In addition to Gütersloh, community foundations currently exist in Berlin, Bad Oldesloe, Dresden, Fürstfeldbruck, Hamburg, Hannover, München, Steingaden (Bayern), and Wismar. Community foundations are being formed in Quakenbrück and Nürnberg. They are being explored in Mannheim, Herten, Kassel, Goslar and Viernheim.

**Resources:** In a very short period of time, the Bertelsmann Foundation has become a lead player in the community foundation movement in Germany and internationally. The Bertelsmann Foundation has been promoting the community foundation concept within Germany and community philanthropy internationally through symposia and transatlantic exchange programs. The Bertelsmann Foundation recently partnered with the Charles Stewart Mott Foundation to create the "Transatlantic Community Foundation Network" to share experiences and knowledge, especially of management practices, among community foundations on both sides of the Atlantic. Its Philanthropy and Foundations division is also working to reform the legislative and regulatory climate for foundations in Germany. Other national foundations supporting community foundations include the Körper Stiftung and the Freudenberg Stiftung. The Maecenata Institut für Dritter-Sektor-Forschung is also actively promoting the community foundation concept. The Bundesverband Deutscher Stiftungen, a national association of foundations, has established an interest group on community foundations that brings together foundation professionals, funders and others interested in community foundation development in Germany.

## Ireland

A new foundation with some community foundation characteristics was formed in Ireland in November 1998. The Irish Ministry for Social, Community and Family Affairs established the **Foundation for Investing in Communities** to support voluntary and community activity. The Irish government helped set up the steering committee and provided £750,000 (Irish) (about \$930,000 U.S.) in start-up funds. The Enterprise Trust, formed in 1992 by business groups to promote and facilitate the development of local enterprise networks, was incorporated into the new foundation. Another government initiative, the Children's Trust, also became a part of the foundation. The first priorities of the Foundation for Investing in Communities are support for voluntary and community-based projects, the continued development of local enterprise networks and new ways to address the needs of disadvantaged children. The foundation also is encouraging the business community to incorporate social responsibility into its business practices. When planning how to structure the foundation, the Irish government drew on the examples of the Northern Ireland Voluntary Trust, the Tyne and Wear Foundation, and the King Baudouin Foundation.

## Italy

The first community foundation in Italy, the **Fondazione della Provincia di Lecco** (Community Foundation of Lecco), was formed in February 1999. A second community foundation, the **Fondazione Provinciale della Comunità Comasca** (in Como) was established in December 1999. Two community foundations have been created thus far in 2000: Mantua in February and Novara in April. They were all established through a program developed by the Fondazione Cariplo, a Milan-based savings bank foundation. Fondazione Cariplo has pledged to help as many as 15 communities in the province of Lombardy in northern Italy establish community foundations if they desire, providing they meet certain requirements. The foundation will provide newly-formed community foundations with financial resources for endowment and regrating, technical assistance and investment services. Work is underway to establish community foundations in six other areas of Lombardy: Varese, Bergamo, Brescia, Pavia, and Cremona. Savings bank foundations in other parts of the country also have expressed interest in starting community foundations. The Venice Savings Bank Foundation is working to establish a community foundation east of Venice in the city of Portogruaro and the savings bank foundation in Perugia is interested in establishing a foundation in Umbria, in central Italy.

**Resources:** Savings bank foundations became interested in promoting community foundations as a consequence of banking reform legislation in Italy in the early 1990s. These reforms privatized the community-owned savings banks, separated their charitable functions from their business functions by creating banking foundations, and required the newly formed banking foundations to sell their bank shares. The result of this legislation was the formation of almost 90 banking foundations. Of these, the 82 savings bank foundations hold an endowment of almost \$30 billion. As part of these reforms, the banking foundations are expected to use their resources to give back to the communities that were the source of their wealth. This requirement has caused a

dilemma for some, since most foundations in Italy have been operational and lack a tradition of grantmaking. The establishment of community foundations is seen by a number of savings bank foundations as an ideal way to carry out this mission.



**Bulgaria**

In Bulgaria, as in other countries that are making the transition from a centralized totalitarian state to a democracy, the role of nonprofit organizations is becoming more important. Neither the local governments nor the emerging private sector can respond adequately to meet local needs that previously were the responsibility of the central government.

Community foundation-like organizations in Bulgaria are evolving out some of the Open Society Clubs begun with the assistance of the Open Society Fund–Sofia, which itself was established in 1990 by financier and philanthropist George Soros. The Open Society Fund–Sofia has as its mission to build a society and state in post-Communist Bulgaria based on the values of free thought, democracy, market economy and respect for human rights. The first Open Society Club was established in 1992; today, there are 13 clubs. The clubs were originally formed to promote civic discourse and encourage citizen participation in local communities, but began to take on the role of raising funds for and making grants to local projects. From 1993 to 1998, the Charles Stewart Mott Foundation granted more than \$1 million to the Open Society Fund–Sofia for support of a community philanthropy program that targeted six Open Society Clubs in Bulgaria. After an evaluation of the program by the Mott Foundation, the six clubs were asked to apply for direct grants on a competitive basis. In 1999, grants were awarded grants to Open Society Clubs in Bourgas, Rousse, Sliven, and Varna, which are evolving into community foundation-like organizations.

**Resources:** In 1998, the 13 Open Society Clubs formed the Bulgarian Association for Regional Development (BARD), committed to identifying local problems, addressing local community needs and encouraging local philanthropy. BARD promotes information exchange and networking among its members and has hosted a meeting of the Mott Foundation grants recipients.

## **Carpathian Euroregion**

The Carpathian Euroregion encompasses a mountainous area of eastern Europe where five countries share common borders and common problems of poverty and isolation. The region includes parts of Hungary, Slovakia, Poland, Romania and Ukraine. In order to help defuse the ethnic and religious tensions in the area, leaders from the five countries signed a proclamation in 1993 creating the Carpathian Euroregion, which is a mechanism for governmental cooperation. An outgrowth of this process, but independent of it, was the creation of the **Carpathian Foundation**, a regional foundation that has many of the qualities of a community foundation. It was established in 1994 as the Fund for the Development of the Carpathian Euroregion under the auspices of the EastWest Institute with major funding from the Mott Foundation. It became an independent foundation in 1999. The Carpathian Foundation supports public/private/NGO partnerships and cross-border and inter-ethnic approaches to regional and community development and conflict prevention. It raises funds and provides grants and technical assistance to strengthen the capacity of grassroots nonprofits active in these areas, and works to strengthen local and regional development units. In addition to support from the Mott Foundation, the Carpathian Foundation has received grants from Charities Know How Fund, U.S. Information Service, Open Society Institute, the King Baudouin Foundation, and the European Union Phare Democracy Program.

## **Czech Republic**

The first community foundation in the Czech Republic, the **Komunitní Nadace Ústí nad Labem** (Ústí nad Labem Community Foundation), was formed in 1998 as the result of the transformation of a local nonprofit social service agency. The Regional Fund Foundation was originally established in 1993 to work on a project for community care for the mentally ill, mentally handicapped and drug addicts in the region of Ústí nad Labem. It developed into an intermediary for transforming social and health services, and helped create policy in the field. Funding from the Mott Foundation has aided in the transition of the fund into a community foundation. The community foundation has received technical assistance from the U.S.-based Community Foundation Silicon Valley and other U.S. community foundations to develop its grantmaking, asset-based community development, community leadership, youth involvement in grantmaking processes, and assessment of community needs.

**Resources:** The Open Society Fund–Prague is heading up the Community Partnership Support Initiative, a consortium of organizations that include Nadace VIA, The Partnership Foundation and the Ústí nad Labem Community Foundation. The main purposes of the initiative are to promote the development of community philanthropy, democracy and community partnerships at the local level through a program of small grants and technical assistance. The initiative's primary goals are to gather and spread model examples of community-based projects and to organize forums for exchange of information and discussion of concepts related to community development among the 15 Czech communities participating in the project. It is expected that other community foundations will develop out of this project. The Mott Foundation has been a major supporter of this initiative.

## **Slovakia**

In 1991, the city of Banská Bystrica made a commitment to participate in the World Health Organization's "Healthy Cities" project. The term "Healthy Cities" itself goes back to 1985 and means more than just good healthcare. It recognizes that communities are healthy when citizens actively participate in the life of their community and in solving its problems. In support of the World Health Organization project, the Rotary Club of Banská Bystrica initiated the Healthy City Foundation as an operating foundation in 1992, which was transformed two years later into the **Healthy City-Community Foundation of Banská Bystrica**, the first community foundation in Central and Eastern Europe.

One of the significant challenges facing the new foundation is to build a climate of trust in its operations and its mission. Domestic fundraising is not easy in a country that is undergoing a challenging transition in its economy and political structures, where society lacks mutual trust and a tradition of charitable giving. Even so, local Rotarians and city council members were able to put together a donation of \$30,000 from the city to begin local grantmaking and international fundraising. Strategic, long-term funding in the form of a matching grant from the Mott Foundation was crucial for developing the foundation. Fundraising from the small, newly created business community for achieving long-term goals rather than meeting immediate tragedies has been difficult. Instead, the community foundation has focused on raising smaller contributions from a large number of middle class people, a workable strategy in the post-Communist environment. In order to gain trust, the community foundation discovered that it is essential to have conflict of interest policies in place and that its administrative procedures must be transparent. Another strategy the community foundation in Banská Bystrica has used over the last five years is to increase its service area. Banská Bystrica is a relatively small city of about 100,000 people. The foundation began by serving just the city itself. Since then it has expanded to include rural areas around the city, and more recently a neighboring city and county. Currently, its population base is about 200,000 people.

Since 1994, organizations with similar characteristics have formed in at least ten other areas, including Tencin, Presov, Pezinok and Bratislava-Petrzalka.

**Resources:** An informal network exists among the community philanthropy organizations in Slovakia. In addition to the Mott Foundation, major funders in this area include the Open Society Fund–Bratislava and the Rockefeller Brothers Fund. A portion of a recent USAID grant awarded to the Ekopolis Foundation, a national Slovak organization, will be used to stimulate new community foundation growth in the country and to establish a national technical assistance center for community foundations.

## Poland

Community foundations are under development in Poland, aided by the Center for the Development of Community Foundations, one of the three main operational programs of the Academy for the Development of Philanthropy in Poland (ADPP). The Academy has developed a grantmaking and technical assistance program to promote community foundations. Communities have been invited to devise a strategy for their foundations and to apply to the program. Those that are accepted into the first round are eligible for matching funds on a one-to-one basis for operating costs and grantmaking up to a specified amount. The criteria for endowment funds are based on the population size of the communities in the program. Any funds remaining will be distributed in a second round of funding on a two-to-one basis.

The first community foundation created was the **Snieznik Massif** (Snow Mountain) **Community Foundation** in Bystrzyca Klodzka in late 1998. The Academy has targeted a total of 14 communities in Poland in which to establish community foundations. In addition to Snow Mountain, community foundations have been formed or are being developed in Lidzbark Warminski, Tomaszow Mazowiecki, Bilgoraj, Nidzica, Kielce, Zelow, Raciborz, Elblag, Lezajsk, Lublin, Rzeszow, Bielsko-Bila and Sokoka.

**Resources:** The Academy for the Development of Philanthropy in Poland evolved out of the Democracy Network (DemNet) Project, a USAID-funded program run by the Academy for Educational Development (AED). AED's mission was to build capacity and strengthen the sector through technical assistance and grants. Poland had the largest DemNet project in the region and one of the most highly developed NGO sectors, even though most individual nonprofits were small and both structurally and financially fragile. Under AED, the community foundation concept was explored through feasibility studies and study tours.

The Academy was formed in June 1998 when the DemNet project ended. ADPP's mission is to continue to promote citizen participation and the long-term sustainability of the nonprofit sector. A major initiative of ADPP has been to introduce community foundations into Poland and to provide start-up funds and fundraising information and expertise. ADPP has received support for its efforts from the Stefan Batory Foundation and the Mott Foundation.

Another national organization, the Foundation in Support of Local Democracy, is helping to establish community foundations in three additional communities.

## Russia

The development of community foundations in Russia has been a major initiative of the U.K.-based Charities Aid Foundation's Russian affiliate (CAF Russia) since 1994. For many reasons, it has not been easy to promote the concept in Russia. Under the Soviet regime any type of individual or religious philanthropy was considered elitist, denigrated as a throwback to the tsarist era and crushed. "Volunteerism" was a term that meant free forced labor demanded by the state. Donations from corporations for state-sponsored projects were considered to be a "charitable racket" or little more than extortion.

CAF Russia learned that to be successful in Russia, community foundations must first build trust. They need to have the broadest possible support from all levels of the public—not just from the richest individuals, the local government and corporations. The community foundations have to start at the grass roots with a broad base of support from local individuals. Infusions of large sums of money from international funders and the local business community will only create suspicion about the purpose of a community foundation and make it a target for takeover by governments, local factions or others who covet its resources. The community foundation must demonstrate what philanthropy can and should be through transparent operations, wide community participation and a democratic system of decisionmaking.

In spite of all these enormous obstacles, the first community foundation in Russia, the **Togliatti Community Foundation**, was formed in early 1998 after three years of development efforts by CAF Russia. Togliatti is a large industrial city on the Volga River where the largest Russian car plant is located. The city and its surrounding area have a population of about 700,000 people. During the first year of operations, all three members of the Togliatti Community Foundation staff worked as volunteers. They were able to attract and distribute in grants about \$80,000 given by local donors, raise an endowment of \$83,000, and gain substantial support from the local community. The foundation also established two donor-advised funds opened by two local banks. In 1999 the foundation received additional funding for operating expenses from the Ford Foundation, the Eurasia Foundation, and the National Lottery Charities Board (U.K.). Part of the National Lottery Charities Board grant provided matching funds of \$30,000 for two years of grantmaking. The Mott Foundation made a grant to the foundation in 2000 for a philanthropy development program.

The rate of formation of new community foundations is increasing rapidly. Five community foundations were established in Russia in 1999 through mid-January 2000: Tyumen, Lomonosov, Samara, Obninsk and, most recently, Moscow. Another four foundations are expected to be created in 2000.

**Resources:** CAF Russia provides a broad range of information, technical assistance, training and other services to these groups through a special community foundation development program. Funders of the program include the Ford Foundation, Charles Stewart Mott Foundation and a private funder.

## MIDDLE EAST

### Israel

#### **Israel**

Explorations are underway to establish the **Beit She'an Valley Community Foundation** in an area near the Jordanian border that has a population of about 13,000. This project is being sponsored by the Cleveland Jewish Community Federation of Ohio with technical assistance from The Cleveland Foundation.

Another community philanthropy organization in Israel is the **Jerusalem Foundation**. It was established in 1966 by the then newly elected mayor of the city, Teddy Kollek. It is a nonpolitical, nonsectarian, independent foundation, whose mission is to rebuild the city and improve the quality of life for all of Jerusalem's residents, regardless of ethnic or religious background. It does this by working closely with the municipal government and with other local organizations. It undertakes capital projects and funds other nonprofit organizations. The Jerusalem Foundation continues to rely, as do most Israeli nonprofit organizations, on private contributions from abroad for the majority of its support. It has built a network of nine international boards plus the local Israeli board to focus fundraising for the foundation. Nine percent of the donations to the Jerusalem Foundation in 1998 came from Israeli sources.

Even though there is a strong tradition of individual charity, volunteerism and mobilization for national causes in Israel, financial support for the nonprofit sector until recently has been less widespread. As the nation is becoming more secure, Israel is developing a thriving nonprofit sector. A number of projects are underway to study the nonprofit sector, to strengthen the legal and regulatory structures that support it, and to provide technical assistance to nonprofit groups in local fundraising techniques.

### III. Africa

|              |
|--------------|
| AFRICA       |
| Kenya        |
| Zimbabwe     |
| West Africa  |
| Mozambique   |
| South Africa |

#### Kenya

Kenya, like many other African nations, is struggling to emerge from the legacy of its colonial past. Kenya is an extremely poor country, with nearly half its population considered to be below the poverty line. The divisions between rich and poor have been exacerbated by Kenya’s effort to renew economic growth and offset its enormous debt burden. Since 1993, the government of Kenya has implemented a program of economic liberalization and reform. With the privatization of public institutions and economic liberalization of the economy, Kenya has suffered significant reductions in government expenditures on health, education and other social services.

The **Kenya Community Development Foundation** was established in 1996 to build the capacity of citizen organizations to participate in community development activities and to introduce national philanthropy for development. The foundation provides grants to grassroots groups and supports training activities for nonprofit and government agencies working with low income groups. Major start-up funding for the foundation came from the Ford Foundation and the Aga Khan Foundation.

#### Zimbabwe

The **Western Region Foundation** was formed in 1997 after six years of planning by the Organization of Rural Associations for Progress (ORAP) and the Synergos Institute. The foundation’s service area has a high population density and holds nearly a quarter of Zimbabwe’s 12 million inhabitants. The vast majority of the people are poor and live in a rural area that is subject to extreme water shortages and recurrent drought, food shortages and scarce economic opportunities.

The impetus for forming this community foundation-like organization came out of the region's traditions of self-reliance and mutual support. Its mission is to provide technical assistance and financial resources for grassroots groups, assist farmers to improve agricultural practices and live-stock production, and help communities provide clean water, food and adequate healthcare in the region. The foundation intends to establish a local and permanent financial base with which to seed its grantmaking. It will build on the tradition of *qogelela*, a group savings practice in which families in a community pool their funds to make investments. *Qogelela* funds will form part of the foundation's endowment. In addition to raising its own funds, the foundation has attracted funding from the Open Society for Zimbabwe, the Carnegie Corporation and the United Nations Development Program and receives technical assistance from the Synergos Institute.

### **West Africa**

A community foundation hybrid, the **West African Rural Foundation** (WARF), based in Dakar, Senegal, was established in 1993. It evolved out of another nonprofit research and support agency that was serving five countries in West Africa. The foundation continues to serve these five countries that are closely linked by history, culture, ethnicity, language and trade: Senegal, Gambia, Mali, Republic of Guinea and Guinea Bissau. It concentrates its efforts in four program areas: rural entrepreneurship, gender equity in development, local governance and regional integration. Just as in other countries around the world, the national governments of the five countries are moving to decentralize authority to local governments. WARF works to improve community participation in government and to improve the effectiveness of governance of all kinds. Overall, it seeks to strengthen local organizations and promote participatory methods of research and development through grants and technical assistance. The foundation works intensively with its grantees. It first assesses their capacity to carry out the projects proposed, then puts together technical assistance packages to give the nonprofits the tools they need to succeed and to manage the grants received. The foundation is headed by a board of governors drawn from citizen volunteers from each of the five countries. Its staff is also recruited from Africans in the subregion. Major supporters have been the Ford Foundation, the International Development Research Center, and Development Innovations and Networks.

### **Mozambique**

The **Foundation for Community Development** (FCD), the first grantmaking foundation in Mozambique, was established in 1994 through the efforts of the former First Lady and Education Minister of Mozambique, Graça Michel, and a broad-based group of Mozambican citizens. Mozambique won its independence from Portugal in 1975, but faced a legacy of colonial neglect and a protracted civil war that ended in 1992. At independence, Mozambique inherited an agricultural economy with very little industrial development. In 1994, Mozambique ranked as one of the poorest countries in the world. The task of rebuilding a country and of creating a nonprofit sector was enormous. FCD developed a set of priorities to combat poverty that includes matching

funds for community development efforts, funds for revolving credit programs, training programs for community-based nonprofit groups, and the development of eco-tourism. It also supports group initiatives such as associations, cooperatives, and cultural groups that promote the material and social well-being of communities.

**Resources:** FCD was started with the help of the Synergos Institute. Its initial endowment was created by means of a debt swap and the support of an American foundation. Major donors include Mozambican businesses, multinational companies, the MacArthur Foundation, the Ford Foundation, the Bill and Melinda Gates Foundation, and the Craig and Susan McCaw Foundation.

### **South Africa**

South Africa emerged from the apartheid era with enormous social and economic needs and a challenge to rebuild the country on democratic and non-racialist principles. In its favor was a long tradition of local self-help and community solidarity forged in opposition to the government. Reliance on one's neighbors to meet community needs helped make up for the lack of government services, especially in the townships. Community leaders are seeking to harness that tradition and have undertaken an ambitious program of community foundation development led by the Southern African Grantmakers Association (SAGA).

The **Uthungulu Community Foundation**, in Richards Bay on the east coast of South Africa, is the first community foundation, established in July 1999. It has already raised an endowment of R5 million (about \$790,000 U.S.), but has not yet made any grants. Other regions have community foundations in the development stage. **Greater Rustenburg**, North West province, expects to launch by the middle of 2000 and already has firm commitments of about R2 million (\$316,000 U.S.) from corporations and private individuals. **Greater Stutterheim** in the Eastern Cape recently received a firm commitment from a local foundation for a combination of seed funding and matching grants and expects to launch by November 2000. It is working in partnership with various national sports bodies to establish a multipurpose sports complex that will give the foundation immediate impact and high visibility. The community foundation being developed in **Greater Pretoria** is catching up fast. The U.S. ambassador to South Africa, the Honorable James Joseph, formerly president of the Council on Foundations, has committed to help establish the community foundation there. Other areas where there is interest include: Far North-Northern Province; Middleburg-Mpumalanga; Goldfields-Freestate; Durban Metro-KwaZulu Natal; Potshepstone-Umtata-Eastern Cape; and Douglas-Northern Cape.

**Resources:** The Southern African Grantmakers Association (SAGA) was founded in 1995 as a result of informal networking among corporate grantmakers. Its mission is to optimize the relevance, efficiency and impact of grantmaking in South Africa. SAGA launched the community foundation development program in 1998 to promote the community foundation model and provide information, training and technical assistance to community leaders throughout South Africa. The program receives support from the Ford, Mott and Kellogg foundations.

## IV. Asia and the Pacific



### Australia

The community foundation concept is relatively new in Australia, although the numbers have grown steadily in recent years. There are five community foundations currently operating: the Victorian Community Foundation; established in 1983, the Queensland Community Foundation, 1986; the Tasmanian Community Foundation, 1995; the Melbourne Community Foundation, 1997; and the newly established New South Wales (NSW) Community Foundation. ANZ Trustees, a statutory trustee company operating in mainland Australia, is the trustee for the NSW, Queensland and Victorian community foundations. Two national initiatives are being explored, one dealing with rural issues and the other associated with celebrating the country's centennial, which may lead to the establishment of additional community foundations or hybrid organizations.

**Resources:** Philanthropy Australia, the national membership association for grantmakers, was established in 1975. Its activities include education, networking, advocacy and publications. In addition, it is assisting in exploring the feasibility of creating the centennial foundation. The Sidney Myer Fund and the Myer Foundation have been major supporters of community foundations in Australia.

### New Zealand

Eleven community trusts were established in New Zealand as the result of the 1988 Trustee Banks Restructuring Act that privatized community savings banks. The local savings banks had been community owned and their surplus profits were disbursed for local charitable purposes. The 1988 act restructured the banks, giving them limited company status. Ownership of the banks was given to the communities through the establishment of community trusts, which owned 100 percent of the shares in the banks. At the time, the savings banks were not thought of as being highly valuable; but the assets of the savings bank trusts increased substantially when the shares were sold to an international banking firm in 1996. Currently there are \$2 billion (New Zealand) (\$976 million U.S.) in combined assets in the community trusts.

The community trusts are interesting hybrids. Each community trust is responsible for grant-making in its own region. The responsibility for appointing the trustees is vested in the national government, although the trustees are selected from prominent local individuals and are expected to be independent of influence. The community trusts are not involved in fundraising at this time.

The 11 savings bank trusts are ASB Trusts, Eastern and Central Community Trust, Wanganui Community Trust, TSB Community Trusts, Wellington Community Trust, Bay of Plenty Trust, Westland Community Trust, The Community Trust Canterbury, Community Trust of Otago, Southland Community Trust and South Canterbury Community Trust. A number of energy trusts were created at about the same time from the privatization of public utilities. Some of these also appear to be turning into community trusts.

**Resources:** New Zealand Association of Philanthropic Trusts, also known as Philanthropy NZ, was formed in 1990 to facilitate effective grantmaking by focusing on three major tasks: taxation, research and education.

## Japan

The Great Hanshin-Awaji earthquake in January 1995 shook up more than just the city of Kobe. It was the worst natural disaster in post-World War II Japan and left approximately 6,400 people dead, 40,000 injured, 250,000 structures damaged or destroyed, and 317,000 people in temporary shelters. When local and national governments were not able to cope with a disaster on this scale, citizens and voluntary organizations rushed to fill the gap.

The experience of the Kobe earthquake provided a watershed moment for nonprofits in Japan. Prior to the earthquake, volunteerism and the nonprofit sector were considered foreign ideas that would not work in Japan. Beginning in the 1970s, Japan focused much of its philanthropy on projects outside of Japan. The government was expected to provide for all its citizens' needs internally. No legal framework existed for small civic groups to incorporate. The public benefit corporations that did exist were large, expensive to set up, and little more than extensions of government. The earthquake led directly to a new Non Profit Organizations (NPO) Law that was enacted in March 1998. The legislation makes it easier for local grassroots organizations to incorporate and gives them a credibility with funders they did not have previously.

Even as NPOs enjoy growing acceptance and recognition in Japan, the country's foundations have not received the same privileges. The new NPO law did not cover Japanese foundations, which still operate under tight government restrictions. Japanese foundations are not allowed to invest in equities or make investments outside the country. As a result, foundation endowments, which are invested in fixed income securities, are earning well under 5 percent annually in the current economic climate. Changes in foundation law are being considered but will take time to implement.

The only community foundation in Japan is the **Osaka Community Foundation**, which was established in 1991 with an endowment by the Osaka Chamber of Commerce and Industry. The foundation is supported by member fees as well as donations from individuals and corporations. It funds activities in science and technology, the arts and culture, the handicapped and aged, international exchange, and scholarships for local students. Following the Kobe earthquake, it supported organizations that were involved in recovery and rebuilding. It currently has about 1.1 billion yen (\$10 million U.S.) in assets.

In the wake of the earthquake a community fund, the **Hanshin-Awaji Community Fund**, was established in Kobe in May 1996. It was endowed with the proceeds of motorboat races held especially to generate earthquake relief funds. The fund totaled 800 million yen (\$7.2 million U.S.) to be spent in three years by making grants. It focused its programs on three grant areas: community redevelopment; community service, and support for NPOs and philanthropy. The Hanshin/Awaji Community Fund terminated at the end of March 1999. A successor organization, the **Shimin (Citizens) Fund Kobe**, is being formed by a group of volunteers. Its purpose is not just to continue recovery activities, but to help consolidate a financial base for NPO support. By mid-1999 it had raised 5 million yen (about \$45,500 U.S.) and expected to have another 30 million yen (\$273,000 U.S.) transferred to it from the Hanshin-Awaji Community Fund. The new fund planned to apply for NPO status in July 1999 and expected approval by November.

## **India**

India currently has one community foundation, the **Bombay Community Public Trust** (BCPT), established in July 1991. It was founded by the directors of the Centre for Advancement of Philanthropy to improve the quality of life for the citizens of Bombay (since renamed Mumbai). The impetus for its creation was an examination of how community trusts function in other parts of the world.

BCPT primarily funds voluntary agencies trying new approaches to problems that are not being addressed by government or the private sector.

BCPT has kept a low profile up to now, but is embarking on a strategy to increase awareness of its activities and functions by the public and potential donors, including individuals, corporations, trusts and other organizations. At the end of March 1999, BCPT had assets totaling Rs. 27.44 million (about \$631,000 U.S.). Although the Trust does not now have an endowment, it has plans to establish one.

Other areas of India that are considering the establishment of community foundations include Delhi and Pune.

**Resources:** Interest in community foundations in India is increasing. In addition to the work of the Centre for the Advancement of Philanthropy in Mumbai, the Indian Centre for Philanthropy in New Delhi has been actively promoting the community foundation concept. The Ford Foundation's New Delhi office is exploring the potential for developing community foundations in India.

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## Summary

The growth in the numbers of community foundations and community foundation-like organizations in the last decade has been remarkable. The creativity and ingenuity communities have displayed in developing the community foundation concept is a testimony to the power of the idea and its effectiveness. The hard work of building community foundations today will make life better for the generations to come. In the future, it will be easier to form new community foundations because of the initiatives underway today to share knowledge among community foundations, within countries and across national borders. Associations and support organizations are meeting regionally, nationally and internationally to inform their peers of what works best so that these innovative practices can be adapted and used elsewhere. This is an exciting time in the history of the community foundation movement. As more and more community foundations are developed around the world, every country, region and community will find a way to take the concept and make it truly their own.

The Council on Foundations, an association of foundations and corporations, serves the public good for promoting and enhancing responsible and effective philanthropy.

Its goals are to:

Address changing needs of members and inspire, provide and develop leadership to promote responsible and effective philanthropy.



Develop and support public policy and create a public environment that promotes philanthropy.



Promote the growth of responsible and effective philanthropy.



Develop communications, interactions and collaborations that serve the field, inform the public and support inclusiveness.

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# Appendix I

## Community Foundations and Community Foundation-Like Organizations around the World

| REGION/COUNTRY  | LOCATION  | DATE ESTABLISHED |
|---|---|------------------|
| <b>NORTH AMERICA</b>                                    |   |                  |
| <b>United States of America</b>                         | Approximately 600 community foundations exist today. The first one was established in 1914 in Cleveland, Ohio. (Contact the Council on Foundations for more detailed information.)        |                  |
| <b>Canada</b>   | Nearly 100 community foundations have been created. The first one was established in Winnipeg, Manitoba in 1921. (Contact Community Foundations of Canada for more detailed information.) |                  |
| <b>Mexico</b>   |   |                  |
| Fundación Comunitaria Oaxaca                            | Oaxaca, Oaxaca  | 1996             |
| Fundación León  | Leon, Guanajuato  | 1999             |
| Fundación Comunitaria del Bajío                         | Irapuato, Guanajuato  | 1997             |
| Fundación Comunitaria Morelense                         | Cuernavaca, Morelos   | 1997             |
| Fundación Comunitaria de Cuautla                        | Cuautla, Morelos  | 1997             |
| Fundación Comunitaria Regional de Celaya                | Celaya, Guanajuato  | 1998             |
| Fundación Comunitaria de Puebla                         | Atlixco, Puebla   | 1999             |
| Fundación Cozumel                                       | Cozumel, Quintana Roo   | 1991             |
| Fundación del Empresariado Chihuahuense                 | Chihuahua, Chihuahua  | 1996             |
| Fondo Córdoba   | Cordoba, Veracruz   | 1986             |
| Comunidad, A.C, Fundación para el Desarrollo de Morelos | Cuernavaca, Morelos   | 1996             |
| Fundación Vamos   | Mexico, D.F.  | 1996             |
| Fundación Demos   | Mexico, D.F.  | 1993             |

| REGION/COUNTRY | LOCATION | DATE ESTABLISHED |
|----------------|----------|------------------|
|----------------|----------|------------------|

## CARIBBEAN

### British West Indies

|                               |          |      |
|-------------------------------|----------|------|
| Anguilla Community Foundation | Anguilla | 1999 |
|-------------------------------|----------|------|

### U.S. Virgin Islands

|                                |               |      |
|--------------------------------|---------------|------|
| St. Croix Community Foundation | Christiansted | 1991 |
|--------------------------------|---------------|------|

|                               |          |      |
|-------------------------------|----------|------|
| St. John Community Foundation | St. John | 1990 |
|-------------------------------|----------|------|

### Puerto Rico

|                                  |          |      |
|----------------------------------|----------|------|
| Puerto Rico Community Foundation | San Juan | 1985 |
|----------------------------------|----------|------|

## SOUTH AMERICA

### Brazil

|               |                |            |
|---------------|----------------|------------|
| Instituto Rio | Rio de Janeiro | Organizing |
|---------------|----------------|------------|

### Ecuador

|                          |       |      |
|--------------------------|-------|------|
| Fundación Esquel-Ecuador | Quito | 1990 |
|--------------------------|-------|------|

## WESTERN EUROPE

### United Kingdom

Around 50 community foundations have been established. The first one was the Northern Ireland Voluntary Trust established in 1979. (Consult Community Foundation Network (formerly ACTAF) for more details.)

### France

|                     |       |      |
|---------------------|-------|------|
| Fondation de France | Paris | 1969 |
|---------------------|-------|------|

### Belgium

|                          |          |      |
|--------------------------|----------|------|
| King Baudouin Foundation | Brussels | 1976 |
|--------------------------|----------|------|

| <b>REGION/COUNTRY</b>                                | <b>LOCATION</b>     | <b>DATE ESTABLISHED</b> |
|--|---------------------|-------------------------|
| <b>Germany</b>                                       |                     |                         |
| Stadt Stiftung Gütersloh                             | Gütersloh           | 1996                    |
| Bürgerstiftung Hannover                              | Hannover            | 1997                    |
| Bürgerstiftung Steingaden                            | Steingaden (Bayern) | 1997                    |
| Bürgerstiftung Wismar                                | Wismar              | 1998                    |
| Bürgerstiftung Storman                               | Bad Oldesloe        | 1998                    |
| Bürgerstiftung Dresden                               | Dresden             | 1999                    |
| Bürgerstiftung für den Landkreis<br>Fürstenfeldbruck | Fürstenfeldbruck    | 1999                    |
| Bürgerstiftung „Zukunftsfähiges München“             | München             | 1999                    |
| Bürgerstiftung Hamburg                               | Hamburg             | 1999                    |
| Bürgerstiftung Berlin                                | Berlin              | 1999                    |
| Stadtstiftung Quakenbrück                            | Quakenbrück         | Organizing              |
| Bürgerstiftung Nürnberg                              | Nürnberg            | Organizing              |
| <b>Ireland</b>                                       |                     |                         |
| Foundation for Investing in Communities              | Dublin              | 1998                    |
| <b>Italy</b>   |                     |                         |
| Fondazione della Provincia di Lecco                  | Lecco               | 1999                    |
| Fondazione della Comunità Comasca                    | Como                | 1999                    |
| Fondazione della Comunità Mantovana                  | Mantua              | 2000                    |
| Fondazione della Comunità Novara                     | Novara              | 2000                    |

| REGION/COUNTRY | LOCATION | DATE ESTABLISHED |
|----------------|----------|------------------|
|----------------|----------|------------------|

## CENTRAL AND EASTERN EUROPE

### Bulgaria

|                           |         |      |
|---------------------------|---------|------|
| Open Society Club-Bourgas | Bourgas | 1994 |
| Open Society Club-Rousse  | Rousse  | 1992 |
| Open Society Club-Sliven  | Sliven  | 1992 |
| Open Society Club-Varna   | Varna   | 1992 |

### Carpathian Euroregion

|                       |                  |      |
|-----------------------|------------------|------|
| Carpathian Foundation | Kosice, Slovakia | 1995 |
|-----------------------|------------------|------|

### Czech Republic

|                                 |                |      |
|---------------------------------|----------------|------|
| Komunitní Nadace Ústí nad Labem | Ústí nad Labem | 1998 |
|---------------------------------|----------------|------|

### Slovakia

|  |                 |      |
|--|-----------------|------|
| Healthy City–Community Foundation of Banská Bystrica | Banská Bystrica | 1994 |
|--|-----------------|------|

### Poland

|   |                     |      |
|---|---------------------|------|
| Podbeskidzie Community Foundation           | Podbeskidzie region | 1999 |
| Community Foundation of the Bilgoraj Region | County of Bilgoraj  | 1999 |
| Snieznik Massif Community Foundation        | Bystrzyca Klodzka   | 1998 |
| Elblag Community Foundation                 | County of Elblag    | 1999 |
| Swietokrzyski Region Community Foundation   | County of Kielce    | 1999 |
| Lezajsk Community Foundation                | Lezajsk             | 1999 |
| Lidzbark and Warmia Community Foundation    | Lidzbark and Warmia | 1999 |
| Nidzica Community Foundation                | County of Nidzica   | 1999 |
| Racibórz Community Foundation               | Racibórz            | 1999 |

| <b>REGION/COUNTRY</b>   | <b>LOCATION</b>    | <b>DATE ESTABLISHED</b> |
|---|--------------------|-------------------------|
| <b>Poland (continued)</b>   |                    |                         |
| Podkarpacie Region Community Foundation<br>in Rzeszów                   | Rzeszów            | 2000                    |
| Sokółka Community Foundation  | County of Sokółka  | 1999                    |
| The 2000 Community Foundation<br>in Tomaszów Mazowiecki                 | County of Tomaszów | 1999                    |
| The “Together” Charitable Association—<br>Community Foundation of Zelów | Zelów              | 1999                    |
| <b>Russia</b>   |                    |                         |
| Togliatti Foundation  | Togliatti          | 1998                    |
| Tyumen Community Foundation   | Tyumen             | 1999                    |
| Lomonosov Community Foundation  | Lomonosov          | 1999                    |
| Samara Community Foundation   | Samara             | 1999                    |
| Obninsk Community Foundation  | Obninsk            | 1999                    |
| Moscow Community Foundation   | Moscow             | 2000                    |
| <b>MIDDLE EAST</b>  |                    |                         |
| <b>Israel</b>   |                    |                         |
| Beit She’an Valley Community Foundation                                 | Beit She’an        | Organizing              |
| Jerusalem Foundation  | Jerusalem          | 1966                    |
| <b>AFRICA</b>   |                    |                         |
| <b>Kenya</b>  |                    |                         |
| Kenya Community Development Foundation                                  | Nairobi            | 1996                    |
| <b>Zimbabwe</b>   |                    |                         |
| Western Region Foundation   | Buluwayo           | 1997                    |

| <b>REGION/COUNTRY</b>                    | <b>LOCATION</b>     | <b>DATE ESTABLISHED</b> |
|--|---------------------|-------------------------|
| <b>West Africa</b>                       |                     |                         |
| West Africa Rural Foundation             | Dakar, Senegal      | 1993                    |
| <b>Mozambique</b>                        |                     |                         |
| Foundation for Community Development     | Maputo              | 1990                    |
| <b>South Africa</b>                      |                     |                         |
| Uthungulu Community Foundation           | Richards Bay        | 1999                    |
| Greater Rustenburg Community Foundation  | North West Province | 2000                    |
| Greater Stutterheim Community Foundation | Eastern Cape        | 2000                    |
| Greater Pretoria Community Foundation    | Pretoria            | Organizing              |
| <b>ASIA</b>                              |                     |                         |
| <b>Australia</b>                         |                     |                         |
| Victorian Community Foundation           | Victoria            | 1983                    |
| Queensland Community Foundation          | Queensland          | 1986                    |
| NSW Community Foundation                 | New South Wales     |                         |
| Tasmanian Community Foundation           | Tasmania            | 1995                    |
| Melbourne Community Foundation           | Melbourne           | 1997                    |
| <b>New Zealand</b>                       |                     |                         |
| ASB Trusts                               |                     | 1988                    |
| Eastern and Central Community Trust      |                     | 1988                    |
| Wanganui Community Trust                 | Wanganui            | 1988                    |
| TSB Community Trusts                     |                     |                         |
| Wellington Community Trust               | Wellington          | 1988                    |

| <b>REGION/COUNTRY</b>            | <b>LOCATION</b>  | <b>DATE ESTABLISHED</b> |
|----------------------------------|------------------|-------------------------|
| <b>New Zealand (continued)</b>   |                  |                         |
| Bay of Plenty Trust              | Bay of Plenty    | 1988                    |
| Westland Community Trust         | Westland         | 1988                    |
| The Community Trust Canterbury   | Canterbury       | 1988                    |
| Community Trust of Otago         | Otago            | 1988                    |
| Community Trust of Southland     | Southland        | 1988                    |
| South Canterbury Community Trust | South Canterbury | 1988                    |
| Waikato Community Trust          | Waikato          | 1988                    |
| <b>Japan</b>                     |                  |                         |
| Osaka Community Foundation       | Osaka            | 1991                    |
| Shimin (Citizens) Fund Kobe      | Kobe             | Organizing              |
| <b>India</b>                     |                  |                         |
| Bombay Community Public Trust    | Mumbai           | 1991                    |



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## Appendix II

### Associations and Organizations around the World with Programs That Support Community Foundations

#### NORTH AMERICA

##### *United States and the Caribbean*

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