



**WINGS**

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**WORLDWIDE  
INITIATIVES  
FOR  
GRANTMAKER  
SUPPORT**

## **2004 Community Foundation Global Status Report**

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*May 2004*

*Researched and written by Eleanor W. Sacks*

### **About this report**

In 1999 the International Programs department of the Council on Foundations and the newly-formed Worldwide Initiatives for Grantmaker Support – Community Foundations (WINGS-CF) sponsored a project to track for the first time the global development of community foundations. This resulted in 2000 in the publication of *The Growth of Community Foundations Around the World*. In 2003, WINGS-CF and the Council on Foundations reshaped and updated the report to focus on international community foundation trends and developments since the previous report. Both reports can be found at [www.wings-cf.org](http://www.wings-cf.org).

The 2004 report is based on a survey that was conducted in March 2004, which collected data through the end of 2003. The report was finalized in **May 2004**.

For more information about the report, how it will be updated in future, or for obtaining a printed copy, contact:

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### **About WINGS and WINGS-CF**

WINGS is a network of over 100 associations of grantmakers and other grantmaker support organizations in more than 60 countries around the world which have joined together to create opportunities to learn from and support one another, develop modes of communication and collaboration, and contribute to the strengthening of philanthropy worldwide. While their working contexts are different, they are linked by the common purpose of strengthening and promoting philanthropy. Within WINGS, constituent groups have formed to pursue their specific interests. A primary example is WINGS-CF, an active network which includes organizations supporting the development and work of community foundations.

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### Part II

Country profiles

Part II containing country profiles is available for download at [www.wings-cf.org](http://www.wings-cf.org), or by writing to [wings@efc.be](mailto:wings@efc.be).

## Executive summary

The year 2004 marks a milestone for the community foundation movement. It is the tenth anniversary of the first community foundation formed in central Europe after the fall of communism – the Healthy City Foundation of Banska Bystrica in the Slovak Republic – and the starting point for community foundations becoming a global movement.

Community foundation developments in the last ten years are remarkable. Before 1994 only a handful of community foundations existed outside of North America and the United Kingdom.

Today community foundations are found on every continent, except Antarctica. There are community foundations in most parts of the developed world, and in many developing countries and regions around the globe. The modern community foundation, which was born out of a particular tradition of philanthropy in North America in the early twentieth century, has been adapted successfully to the local cultures, socio-economic circumstances and giving traditions in countries around the world.

Research on global community foundation formation first began in 1999, thanks to a joint initiative of the International Programs department of the Council on Foundations and Worldwide Initiatives for Grantmaker Support – Community Foundations, and led to the first report on the growth of community foundations around the world, published in 2000. The 2004 Community Foundation Global Status Report is the third in a series of what in future will be annual or biennial reports on the status of global community foundation developments.

The research results outlined here have come from a survey conducted by the Worldwide Initiatives for Grantmaker Support (WINGS) based at the European Foundation Centre (EFC), and the EFC's Community Philanthropy Initiative (CPI).

This report confirms that community foundations are one of the fastest growing forms of philanthropy worldwide.

***What is a community foundation?*** Community foundations are grantmaking organizations that:

- seek to improve the quality of life for all people 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 non-profit groups to address a wide variety of emerging and changing needs in the community;
- seek to build a permanent resource for the community, most often through the creation of endowed funds from a wide range of donors, including local citizens, corporations, governments, and other foundations and nonprofits;
- provide services to donors to help them achieve their philanthropic goals;
- engage in a broad 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.

### ***Highlights of global community foundation developments in 2004***

- Community foundations have been identified in at least 42 countries, up from 36 in 2003; an additional eight countries are seriously exploring the community foundation model at this time.
- Approximately 1,120 community foundations have been established worldwide; another 142 community foundations at least are known to be in formation.
- 37.5% of community foundations currently exist outside the US; up from 34% in 2003.
- In 2003 the community foundations in the UK and Canada represented 52% of the community foundations formed outside the US; in 2004 they represent only 47%.
- From 2003 to 2004 the numbers of community foundations outside of North America and the UK grew by 23%; from 1999 to 2004 the numbers grew by 176%.
- For the first time, community foundation practitioners from around the world will come together to participate in an international meeting, Community Foundations: Symposium on a global movement in Berlin, Germany in early December 2004 – a recognition of how far the global movement has progressed in just ten years.

## **1 The global movement**

### **1.1 Introduction**

The 2004 Community Foundation Global Status Report is the third in a series of reports on the development of community foundations around the world. It was commissioned and funded by Worldwide Initiatives for Grantmaker Support (WINGS).

WINGS-CF, whose operations merged with WINGS in 2003, began tracking the international community foundation movement in 1999. The Global Status Report was one of the first projects it undertook as a newly-formed network devoted to providing support for organizations, associations and funders involved in community foundation development. At the time the first report was commissioned, it was becoming clear that the community foundation concept was spreading quickly beyond North America and the United Kingdom and was beginning to have worldwide impact.

The progress made in just five years has been remarkable. The community foundation movement in continental Europe has gone from an initial start-up phase to the point where it is well established and maturing. Community foundations globally have gone from being formed in relative isolation and they are now increasingly connected – within countries, across regions and internationally.

The 2004 Community Foundation Global Status Report is designed to provide an overview of worldwide developments based on the most current information drawn from survey data. The report is composed of two parts. Part I is a general overview of what community foundations are; the trends in their development as viewed from a global perspective; a review of community foundation developments by region; and a list of correspondents for the country profiles.

Part II consists of the country profiles, which are based on information collected through a survey. In most cases these profiles are submitted by the local organizations that support the development of community foundations – that is, from the people closest to community foundation activities in their countries and regions.

### **1.2 Community foundations mark a milestone**

The year 2004 marks the tenth anniversary of what can be seen as the point when community foundations started on the road to becoming global. The origins of the worldwide community foundation can be traced to the formation of the first community foundation in Central and Eastern Europe – the Healthy City Community Foundation in Banska Bystrica, Slovak Republic, in 1994.

What made the dramatic spread of community foundations possible was the fall of communism in the early 1990s, and the retreat from totalitarian regimes in other parts of the world. Prior to 1994 community foundations existed primarily in the United States, Canada and the United Kingdom. Only a handful of community foundations had been formed in other parts of the world. Although these scattered community foundations may have looked to the North American model for inspiration, they were not part of a global movement and worked in relative isolation.

The fall of communism in Central and Eastern Europe saw the beginnings of a new period of community foundation growth. Faced with the need to create new governmental, economic and social structures in the former communist states, funders – in particular foundations and

government aid agencies – were looking for ways to build and support civil society. They recognized the need to establish local organizations that could provide sustained and permanent resources for building the third sector in countries that were creating democratic systems and were integrating themselves into western economic structures. Individuals, governments and businesses were also looking for new ways to support their local communities and create civil society in the post-communist era.

Community foundations, which work to build communities and permanent resources for local needs through the actions of citizens, can be important mechanisms for civic, social and economic transformation.

### 1.3 The community foundation concept

What are the characteristics of community foundations that make them such a powerful force for community betterment and change?

Community foundations:

- seek to improve the quality of life in a 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 non-profit groups to address a wide variety of emerging and changing needs in the community;
- seek to build, for the long-term, a permanent resource for the community through the creation 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 and 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.

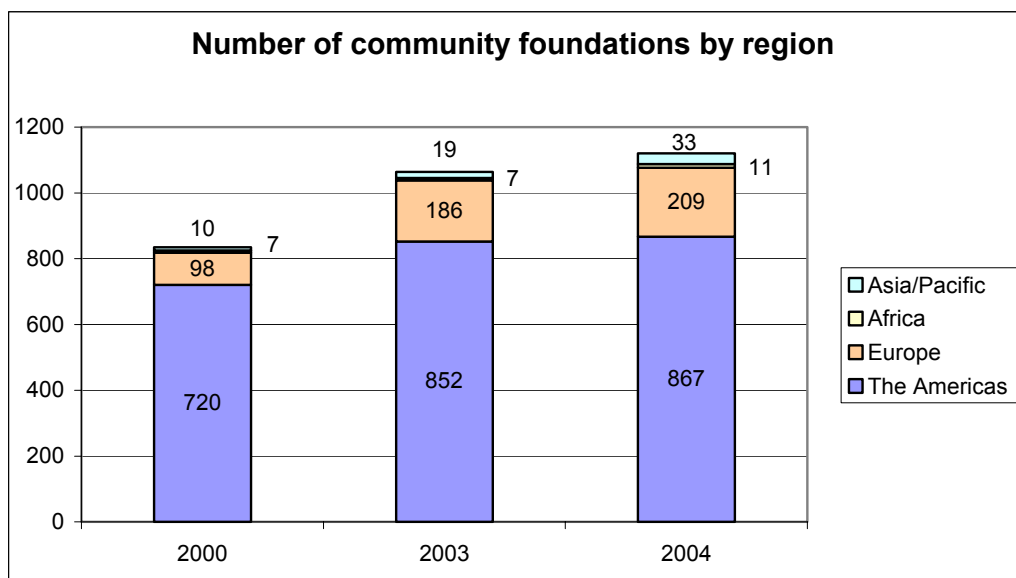
No two community foundations are exactly alike. They are shaped by their local traditions of charitable giving and the local resources available to meet the needs of their communities. Even in regions where they have been established for the longest period of time, variations in structure and emphasis have developed. Community foundations may display most but not all of the attributes listed above. They may emphasize one characteristic over another. The adaptability of the concept makes it possible for each country and area to mold its community foundation to fit its unique circumstances.

For example, the mix of donors may vary. In North America, the overwhelming support for community foundations comes from individual donors of moderate to wealthy means. In countries newer to community foundation development, and especially in areas where the resources of individuals may be more limited: local businesses and corporations, and local and foreign foundations may provide more of the support. Even so, raising small sums of money locally from a large number of people has been a successful strategy for establishing community foundations in some of the poorer parts of the world. In other areas, governments have played a larger role in providing funding, as they see community foundations as a way to more effectively identify and fund local needs.

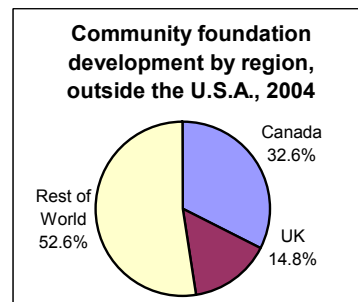
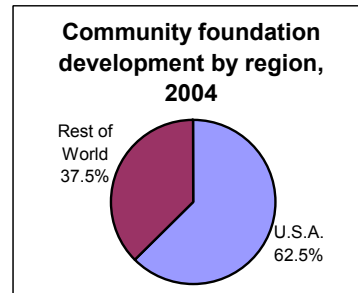
Variation in the ways community foundations attract funds is only one example of how they can be successful by adapting the original model to meet local needs. Examples could be drawn just as easily from the differences in governance structures and board composition or any of the other functional areas of community foundation operations. As long as community foundations remain true to the basic concept, there can be considerable flexibility in how community foundations are constructed and carry out their mission.

The creativity and ingenuity communities have displayed in developing community foundation models are a testimony to the power of the idea and its effectiveness. 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 their own.

### 1.4 Highlights of global community foundation development in 2004



- Community foundations have been identified in at least 42 countries, up from 36 in 2003; eight more countries are seriously exploring the community foundation model.
- Approximately 1,120 community foundations have been established worldwide; another 142 community foundations at least are known to be in formation.
- 37.5% of community foundations in the world currently exist outside the US; up from 34% in 2003.
- In 2003 the community foundations in the UK and Canada represented 52% of the community foundations formed outside the US; in 2004 they represent only 47%.
- From 2003 to 2004 the numbers of community foundations outside of North America and the UK grew by 23%; from 1999 to 2004 the numbers grew by 176%.
- For the first time, community foundation



practitioners from around the world will come together to participate in an international meeting, Community Foundations: Symposium on a global movement in Berlin, Germany in early December 2004 – a recognition of how far the global movement has progressed in just ten years.

## 2 Global trends

### 2.1 Growth of community foundations

After 1994 the numbers of community foundations formed in new areas around the world started to increase. Community foundation development in Mexico began in earnest in 1995, although a number of community foundation-like organizations existed before that time. The first community foundation in Germany was established in 1996; the first in Russia in 1998; the first in Italy in 1999; and the first in South Africa in 1999.

From the handful of community foundations that existed outside of North America and the UK in the early 1990s, the number grew to about 80 in 1999; in 2003 the number reached 180; and in 2004 the number was 221. This corresponds in the last year alone to a growth rate of 23%. In the five-year period since WINGS-CF first began to track the numbers of community foundations formed globally, the numbers have grown by 176%.

The growth has also been remarkable in areas where community foundations have a longer history. Following the creation in 1921 of the first community foundation in **Canada**, The Winnipeg Foundation, another 35 community foundations were formed by the 1980s. More than 55 were formed in the 1990s, and today there are altogether 137 community foundations in Canada. Twelve community foundations were established in 2003 alone.

The number of community foundations in the **UK** has had a similar trajectory, even though they started there only in the second half of the 1970s. In 1991, when the national membership association, now called Community Foundation Network (CFN), was formed, there were 15 established and 14 aspiring community foundations. Today there are 62 community foundations, and about 90% of the population has access to a community foundation in their county or region.

In the 1990s community foundations in the **US** were called one of the fastest growing forms of philanthropy. Their rate of growth has slowed in recent years, in numbers of new community foundations formed as well as in terms of asset size and donations. The slower growth in numbers may be attributed to the prevalence of community foundations all over the US. The decline in both asset size and donations was caused by a downturn in the stock market. The most recent Columbus Foundation Survey<sup>1</sup> of US community foundations reports that in 2002, the latest year for which figures are available, 650 community foundations had total combined net assets of \$29.7 billion dollars. This was the second year in a row that total assets had declined, although early reports for 2003 are indicating renewed growth. The Council on Foundation's latest count of community foundations in the US remains at about 700, the same as for 2003.

In 2004, for the first time, several countries report that they expect the pace of community foundation creation to slow down, as most of the areas with the greatest population now have access to community foundations. These countries include Canada and Lithuania. Canada reports that the areas that are not covered are primarily rural, and it expects that most of the growth will come not from the formation of new community foundations, but through the creation of geographic component funds in existing community foundations.

**Mexico** continues to be a hub of activity. There are 20 to 25 community foundations or community foundation-like organizations in Mexico with one to two being formed each year.

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<sup>1</sup> Results of the 2002 Columbus Foundation Survey of US community foundation assets, grants, and gifts can be found at:  
[www.columbusfoundation.org/GD/gd\\_templates/pages/gdPageSecondary.aspx?page=38](http://www.columbusfoundation.org/GD/gd_templates/pages/gdPageSecondary.aspx?page=38)

Community foundations have created their own association, the Community Foundation Group (under the umbrella of the Centro Mexicano para la Filantropía) which is working to establish standards for Mexican community foundations and opportunities for peer learning. Community foundations in Mexico also take part in international exchanges. Mexico was invited to participate in the Transatlantic Community Foundation Network (TCFN) in 2002.<sup>2</sup> The US-Mexico Border Philanthropy Partnership, which also began in 2002, was formed by a consortium of US and Mexican funders. The Border Partnership involves 21 community foundations on both sides of the border and is designed to strengthen their operations and provide a forum for collaboration and sharing of experiences.

The **Caribbean** has also seen an increasing number of community foundations established. The first community foundation in the Caribbean, the Puerto Rico Community Foundation formed in 1985, was a project of The Ford Foundation in conjunction with other international funders and local corporate leaders. Since that time the formation of community foundations has come about largely through efforts of local citizens and the business community.

Community foundation developments are proceeding more slowly in **South America**. The interest in community foundations is growing, but the numbers of foundations of all kinds is not large, and the concept is being carefully introduced and adapted.

Community foundations are firmly established and spreading in **Western Europe**. They have attracted significant support from individuals, businesses, local funders and governments receptive to the concept. Poland and Germany have very active community foundation movements, as well as the UK. In Italy community foundations appear poised to spread from the northern part, where they were seeded by savings bank foundations, to the south.

There are parts of Western Europe where the interest in the community foundation concept has been slow to take hold. These primarily are countries that either continue to maintain a comprehensive social welfare state or have a strong tradition of religious charity. In the Netherlands a university-based group is studying the concept and hopes to introduce it there.

The picture is somewhat more complex for **Central and Eastern Europe**. After the Soviet era came to an end, the countries that were part of the Soviet sphere of influence but had remained independent states received a lot of support from international funders. These included the Charles Stewart Mott Foundation, the Soros foundations, and governmental development agencies such as the United States Agency for International Development (USAID), to help build democracy and civil society.

Because they were not as tightly bound to the Soviet regime, and still had a collective memory of life before communism, these countries were able to make the transition to a market economy and democracy relatively quickly, if not without struggle. A number of these countries, including Poland, the Czech Republic, the Slovak Republic and the Baltic states, have now “graduated” from the foreign-funded programs that helped them establish new democratic institutions, transform their economies, and build a third sector. However, community philanthropy organizations in some of these transitioning countries in Central and Eastern Europe have experienced some rough patches as they begin to stand on their own.

As the large international funders withdraw from these countries, they are taking the lessons learned from their efforts in Central and Eastern Europe and carrying them into other areas where they see greater need. Funders are now focusing their efforts on areas that were more closely tied to the Soviet regime, that is, the former Soviet republics, and areas that, due to their specific circumstances, are finding it more difficult to make the transition, such as the

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<sup>2</sup> For more information on TCFN see section 2.3.

Balkans. There is a lot of activity in the former Soviet republics and the Balkans now, and efforts are beginning to bear fruit.

The **Middle East** has at least two foundations formed along community foundation lines. The Beit Shean Community Foundation was established in 2000 in the rural Beit Shean region of Israel. It was formed with consultation and advice from The Cleveland Foundation in the US, and support from the Jewish Community Federation of Cleveland, Ohio and an Israeli non-profit organization devoted to social change. The Jerusalem Foundation is an older community philanthropy organization in Israel with many community foundation-like characteristics. It is a non-political, non-sectarian, 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, and the vast majority of its funding comes from abroad. In Egypt, several endowed foundations have been established to provide sustained funding for non-profit activities. At the moment their grantmaking is focused on education. They do not make grants broadly in the community, and it remains to be seen whether they will develop along community foundation lines.

Community foundation developments in **Africa** are continuing. The four community foundations in Kenya, Zimbabwe, the West African region and Mozambique were all started with significant financial and technical support from international funders. All now are developing strategies that focus on building assets from local sources. Interest in the community foundation concept is high and continues to grow as more and more people learn how effective the community foundation concept can be in furthering community development.

The five-year community foundation initiative in South Africa, sponsored by the Southern African Grantmakers' Association (SAGA), ended in 2003. Its purpose was to test the concept in ten selected communities, spanning urban, suburban and rural environments. At the end of the program six community foundations had been formed in the pilot areas. Establishing community foundations in another four poor and relatively rural areas proved difficult to achieve, due to the lack of local resources. Interest is growing in the community foundation model: at least one community foundation was formed outside the pilot project. SAGA remains committed to promoting the community foundation model and developing community foundations. SAGA staff will provide assistance to a new initiative, begun by a South African government-chartered finance corporation, to support the creation of community foundations in South Africa.

**Asia and the Pacific** is another area where the interest in community foundations is high and growing, thanks in part to efforts by international funders and intermediary organizations to promote the concept, and to the example of the positive role community foundations have played in other parts of the world. India now has three western-style community foundations and two support organizations that are promoting the development of community foundations. The Ford Foundation is also playing an active role in providing technical assistance and financial resources to develop community foundations in India. India has the potential to create many more community foundations, due to the growing professional class, which is involved in high technology, engineering and science careers, both in India and abroad.

A foundation with community foundation characteristics was formed in Bangladesh in 1999 with the support of The Ford Foundation. Meetings to introduce participants from Thailand and Indonesia to the community foundation concept were held recently. A survey of nonprofits and foundations in the Philippines identified four foundations with community foundation-like characteristics.

Community foundation development in Japan has proved difficult for both cultural and economic reasons. Japan has at least two community foundations. One, dating back to 1991,

was formed by a local Chamber of Commerce under relatively stringent laws governing foundations. The other was formed under the laws governing non-profit organizations. The major national funders, such as the Sasakawa Peace Foundation, are more likely to fund philanthropy initiatives outside of Japan than they are in their own country. However, since the Kobe earthquake, the voluntary sector has gained in importance in Japan, and researchers there are exploring the community foundation concept in order to find ways to adapt and transfer it to the Japanese context. Community foundation development in Japan has been slowed by the long economic stagnation, as well as by restrictions on the types of assets that community foundations can accept.

Australia has been developing community foundations, especially in rural areas, thanks to the support of a local private foundation and the national government. As a result, the numbers of community foundations are growing rapidly. New Zealand is also exploring the concept. It has several community foundations and a large number of community trusts that do not raise funds, some of which may transform themselves into more community foundation-like structures.

As the numbers of community foundations multiply outside their traditional base, the adaptability of the concept is being proven over and over again. The more examples there are of successful community foundation models in different parts of the world, the more the interest in community foundations grows.

## **2.2 Growth of grantmaker associations and support organizations**

One sign of the growing maturity of the global community foundation movement is the continued growth of support organizations. These provide their members or constituents with current information on issues of importance; promote the interests of community foundations to government bodies; create opportunities for networking and peer-to-peer learning through conferences and other meetings; offer technical assistance programs to increase the effectiveness of organizations; and help promote the community foundation concept through publications and presentations.

The US has many different types of organizations that support community foundation development. The first member-based support organization for community foundations was an association formed in 1949. This association later evolved into the Council on Foundations. The Council's first annual conference solely for community foundations was held in 1985. A separate research and development organization, Community Foundations of America, was formed in 1999 by a group of the larger community foundations to deliver specialist products and services, such as marketing tools and technology platforms. In February 2004, the Council's Leadership Team and CFA agreed to more closely coordinate their work through an operating agreement that is anticipated to result in more effective use of resources and strengthened support to the field.

Additional support organizations for grantmakers have been formed on a regional basis in the US. The largest of the Regional Associations of Grantmakers (RAGs) have programs focused on the needs of their community foundation members. In some states community foundations have come together to form their own state-wide associations to address the legal, political and grantmaking concerns of their members.

The formation of organizations to support the development of community foundations began to take off in the early 1990s. Community Foundation Network (CFN) in the UK, formerly known as the Association of Community Trusts and Foundations (ACTAF), was formed in 1991. Community Foundations of Canada was created in 1992. These have until recently been

the only national member-based support organizations, formed by and for community foundations, and devoted entirely to community foundation issues.

Other efforts soon followed in: Russia (1994), South Africa (1997); Mexico (1998); Poland (1998); Australia (1998), and Brazil (1999), among others. The European Foundation Centre's Community Philanthropy Initiative (CPI) was set up in 1999 in order to strengthen and increase community philanthropy at the local level across Europe by building the capacity of community philanthropy organizations, including community foundations.

In 2001, due to the enormous increase in the numbers of German community foundations, a group of national funders, including the Bertelsmann Foundation, the Klaus Tschira Foundation, and the Körber Foundation, in cooperation with the Association of Germany Foundations (Bundesverband), helped to set up the Community Foundations Initiative in Berlin, to promote the establishment of new community foundations, professionalize the work of existing ones and publicize the community foundation concept. Toward the end of 2004 the Initiative will come under the umbrella of the Bundesverband, in order to more closely integrate its activities with the activities of the Bundesverband's Community Foundations Affinity Group.

Associations of grantmakers in other parts of the world are showing an interest in promoting community foundations. The Association of Foundations in the Philippines was introduced to the concept in 2000 and undertook a research study to determine whether there were any community foundation-like organizations already in existence in the country. As a result, in 2004 it determined that four existing foundations in the Philippines could be classified as community foundations. Drawing these foundations together has been the start of a community foundation movement there. A new foundation, Friendship to Community Foundation, was formed in Thailand in 2003, for the purpose of promoting the concept and providing technical assistance to newly forming community foundation.

A watershed moment for the development of the international community foundation field came in October 1998 when a group of organizations that support the development of community foundations came together to discuss issues of mutual concern. Shortly thereafter this group joined with another association of support organizations, the International Meeting of Associations Serving Grantmakers (IMAG), to form Worldwide Initiatives for Grantmaker Support (WINGS). WINGS-CF now operates as a constituent group within WINGS, focusing solely on organizations supporting community foundation development. It can be characterized as a support organization for support organizations.

WINGS-CF was incubated by Community Foundations of Canada during its first three years. It has developed into a mature network, with a global committee structure and working groups to address issues common to all organizations that support the development of community foundations. It is now fully integrated into WINGS and based at EFC (for the period 2003-06). There have been three global meetings for the WINGS-CF network, in 1998, 2000 and 2002 and there will be further opportunities at least every four years as part of WINGS' major international gatherings (*WINGSForum*).

### **2.3 Peer-to-peer networking and learning opportunities**

The last several years have seen an increasing number of opportunities for community foundations to come together across national borders to discuss issues of common concern.

The Council on Foundations has always included non-US community foundations among its members and invites representatives of community foundations from other countries to attend its annual Fall Conference for Community Foundations. For a number of years, the Council

has promoted international attendance through a scholarship program funded by the Charles Stewart Mott Foundation. Community Foundations of Canada and the EFC's Community Philanthropy Initiative also have programs to bring community foundation practitioners from other parts of the world to their meetings.

Two exchange programs have been created to bring community foundation staff members together across borders.

The Transatlantic Community Foundation Fellowship (TCFF) was initiated in 1999, and its first class of fellows was selected in 2000. TCFF is jointly sponsored by the King Baudouin Foundation of Belgium and the German Marshall Fund of the United States, with additional support from the Charles Stewart Mott Foundation. In 2003 the TCFF program was renewed for another three years. Each year TCFF selects five US and five European senior staff and trustee members of community foundations to participate in this peer exchange program. Fellows spend three carefully structured weeks at a host community foundation on the other side of the Atlantic to learn about the social, cultural and economic circumstances affecting the development of community foundations in a country other than their own and to contribute their experience to their transatlantic counterparts.

In 1999 the Bertelsmann and the Mott foundations came together to establish the Transatlantic Community Foundation Network (TCFN). The network provides a platform for the exchange of experience and expertise among community foundations on both sides of the Atlantic. It seeks to identify good practices and share them with emerging and existing community foundations. In addition, its goal is to foster this form of philanthropy in countries where the concept is still new. Membership is limited: currently there are 46 members of TCFN, drawn from staff and board members of community foundations in Canada, the US, Mexico, and Europe. TCFN carries out its activities through working groups on topics of interest to all community foundations and publishes its reports on the TCFN website: [www.tcfm.efc.be](http://www.tcfm.efc.be). The first stage (1999-2002) was successfully completed. The Bertelsmann and Mott foundations have agreed to support TCFN for another three-year period.

These exchange programs have proved highly successful. However, thus far they primarily have benefited a limited number of community foundations in the North.

The US-Mexico Border Philanthropy Partnership, funded by Mexican and US foundations and managed by The Synergos Institute, began in 2002. Its purpose is to bring together community foundations on both sides of the US-Mexico border to "improve the quality of life along the border region". It does this by: increasing community philanthropic activity; improving the organizational capacity and programs of border community foundations; promoting collaboration among the 21 border community foundations and their funding partners; and engaging local philanthropic leaders.

As the number of community foundations grows, another sign of the maturation of the worldwide community foundation field is the trend towards community foundations forming their own national and regional affinity groups, and creating their own opportunities to learn from one another. Affinity groups are not as formally structured as membership organizations, yet they may evolve into membership organizations over time.

National affinity groups are now meeting in Mexico, Germany, Russia, Poland and the Slovak Republic, among other countries. At least one regional affinity group, the Visegrad Network of Community Funds and Foundations, brings together community foundations and community philanthropy organizations from Hungary, Poland, the Czech Republic and the Slovak Republic.

Support organizations are also seeing the benefit of international exchanges. WINGS-CF has developed its own Peer Matching program to share information and learning, and to help WINGS-CF organizations link with their colleague organizations in the network. The Peer Matching program pairs two support organizations. Two representatives from each organization visit the other's offices for seven to ten days. At the beginning of 2002 Community Foundations of Canada and the Institute for the Development of Social Investment (Brazil) piloted the new program. Later in 2002, matches took place between Philanthropy Australia and Community Foundation Network (UK), and between Charities Aid Foundation Russia and the Centro Mexicano para la Filantropía (CEMEFI).

One measure of how far the global community foundation movement has come in ten years is that in 2004 community foundation practitioners from around the world will come together for the first time to discuss issues facing the community foundation movement from a global perspective. This meeting, Community Foundations: Symposium on a global movement, will be held in Berlin, Germany at the beginning of December 2004.

## **2.4 The developing role of funders**

National and international funders are 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.

Community foundation funders cover a broad spectrum. Private foundations have played the largest role, especially some of the major foundations with international interests. The Charles Stewart Mott Foundation and The Ford Foundation have been consistent in their support for community foundations over the long term and have been leading the way. Many national and regional foundations have also been active in their own areas. Other funders include national governments, government-funded entities devoted to international development, and local authorities. Corporate foundations and corporations with social responsibility programs have also played a key role in some areas. This is especially true in countries that are rich in natural resources, where companies that extract natural resources realize they have a responsibility to improve the quality of life for their workers.

Funders responded to the fall of communism in Central and Eastern Europe with grant programs that tackled the problem of integrating the newly forming democracies into western political and economic structures. A major part of these efforts were programs that sought to build and reinforce civil society structures. The Open Society Clubs initiated by George Soros are a good example of these direct efforts.

Sustainability of the non-profit sector has been a key consideration for the funders of community foundations in all parts of the world. Instead of continuing to fund a multiplicity of local organizations directly, funders, including foundations, bilateral and multilateral agencies, have turned to encouraging resource development at the local level.

As countries "graduated" from being a focus area for post-communist development efforts, international aid agencies, like USAID, and some foundations, such as the Soros foundations, made the decision to move on to other areas. An exit strategy for some funders was to support the development of community foundations as a way to provide sustained support for the local non-profit sector after their departure.

In some areas an additional step has been to set up independent foundations, often supported by a number of funders, and designed to close after a limited number of years. One example is the Baltic-American Partnership Fund established in 1998 by USAID and the Open Society Institute (a Soros foundation) as a public-private partnership. The Fund supports the

development of community foundations through the Baltic-American Partnership Programs it has established in each of the three Baltic States. Another example is the Trust for Civil Society in Central and Eastern Europe established in 2000 by a consortium of large international funders. The Trust's stated purpose is to: "support the development and long-term stabilization of civil society in Bulgaria, the Czech Republic, Hungary, Poland, Romania, the Slovak Republic and Slovenia". Both of these entities were created to have a ten-year life span.

The success of the community foundation strategy in Central and Eastern Europe, in Mexico, in parts of Africa and elsewhere in the world, has led funders to use this same approach as they move their focus to countries in other parts to the world that are poorer and less well developed.

Another indicator of the success of community foundations globally has been the recent entry of the World Bank into the field. The World Bank Community Foundation Initiative was established in 2003 to explore ways to integrate the community foundation concept into its development strategy. The project aims to identify three to six community foundation pilot projects in a variety of countries to demonstrate the model's ability to empower communities in order to enhance and sustain community driven development, and to build internal knowledge and interest within the World Bank in community foundations as a development tool.

### 3 Reflections

Community foundation growth in the last ten years has not been merely quantitative. There has been qualitative development as well. As the numbers of community foundations and the areas where they can be found have grown dramatically, the community foundation movement has become increasingly interconnected globally. The Internet has made nearly instant communications and international networking a reality, so that lessons learned are being shared rapidly across national boundaries. In just ten years community foundations have gone from being formed in relative isolation to taking part in learning opportunities around the globe.

Organizations that support the development of community foundations continue to advance and provide more sophisticated services to their members. Not only are their services focused on increasing the rate of community foundation formation, but more and more they are concerned with strengthening existing community foundations.

National membership associations have developed programs to bring representatives of community foundations from other parts of the world to their national conferences. Community foundations have progressed globally to the point where, in 2004, it now makes sense to hold the first international meeting of community foundation practitioners.

Funders are no longer working alone. They are coming together to pool their resources and have greater impact. Funders are taking the lessons learned in Central and Eastern Europe, in Mexico and in Africa and spreading the concept to new areas, such as Southeast Asia, and the former Soviet republics, including those in Central Asia. Government development agencies, such as USAID, have adopted the model as a means for community development, although it remains to be seen if their efforts will form community foundations that can stand on their own. The World Bank has taken notice and is seeking ways to use community foundations as part of its development strategy.

The community foundation concept has found nearly universal acceptance due to its ability to adapt to local conditions, create long-term assets for communities, serve a multiplicity of donors, and support civil society. The number of community foundations will continue to grow because of all the ways they help to build communities.

## **4 Review of community foundation developments around the world**

Fuller descriptions of community foundation developments are contained in the country profiles in Part II of this report. Part II is available for download at [www.wings-cf.org](http://www.wings-cf.org).

### **4.1 The Americas**

#### **North America**

##### Canada

Community Foundations of Canada (CFC) reports that there are now 137 community foundations in Canada, 12 more than last year – an increase of 9.6%. There are also another 10-12 community foundations in development. However, CFC feels that this rate of growth for new community foundations will not continue, as all the major cities now have community foundations, and the areas to be covered are primarily rural. It is likely that much of the future development in rural areas will take the form of geographic component funds, rather than new community foundations. The establishment of community foundations in French-speaking Quebec is particularly noteworthy. There are now four community foundations operating there, in a culture where philanthropy is being reborn. CFC is a strong national membership organization, devoted solely to community foundation issues, which promotes the concept and provides technical assistance and networking opportunities. It maintains a number of regional offices across Canada to bring its services closer to its members.

##### Mexico

Mexico has between 20 and 25 organizations identified as community foundations, although many are community foundation-like organizations, or foundations on their way to becoming community foundations. There has been a lot of interest surrounding community foundation development in Mexico, both nationally and abroad. The Centro Mexicano para la Filantropía (CEMEFI) has sponsored workshops to promote the concept and bring the Mexican community foundations together. Under the CEMEFI umbrella, an association of community foundations known as the Community Foundation Group has been formed to promote and support community foundation development in Mexico. The Group has established indicators to measure the individual performance of its members, as well as a project for endowment building in 13 of them. One or two new community foundations are starting each year. Individuals, as well as local and international funders, are supporting the creation of community foundations.

The US-Mexico Border Philanthropy Partnership was established in 2002. It is managed by the Synergos Institute and receives support from nine national and regional funders from Mexico and the US. It brings together 21 community foundations on both sides of the border to build and strengthen these organizations and encourage cross-border collaboration.

##### United States

The community foundation field in the United States, with its more than 700 community foundations, continues to expand, although the recent downturn in the economy and the widespread availability of community foundations has slowed growth in the last couple of years. Recent scandals in the non-profit world mean that, for the first time in 35 years, US

grantmaking foundations – including community foundations – face the risk of eroding public trust and stricter governmental regulation. Competition for assets from commercial gift funds has also been seen as a challenge and helped the community foundation field come together to focus on issues that will help to differentiate community foundations from other charitable giving options. Community foundations, as a group, are looking to present a more consistent view of what they are and how they can serve donors and their communities.

The Council on Foundations led the effort to develop National Standards for US Community Foundations, which were approved by the community foundation field in 2000. Efforts are currently under way to collect and disseminate effective practices to bring all community foundations up to a consistently high level of operations and to meet and exceed the National Standards. The Council's Community Foundation Leadership Team, composed of representatives of US community foundations selected by the field, is also developing basic training courses. These courses cover the core knowledge needed by community foundation staff and board members to meet and exceed the National Standards. The Leadership Team is also addressing issues for US community foundations that include legal and legislative advocacy, marketing, technology, and financial services.

Community Foundations of America (CFA) was formed in 1999 by a group of the larger community foundations to conduct research and develop products and services, especially in the areas of technology, relationships with financial institutions and accountability tools. In February 2004, the Council's Leadership Team and CFA agreed to coordinate their work more closely through an operating agreement that is anticipated to result in more effective use of resources and strengthened support to the field.

## **The Caribbean**

### **Anguilla, BWI**

The Anguilla Community Foundation continues to grow and prosper. Even though the island has a year-round population of only 13,000, it is a resort island that is visited by many wealthy individuals. The Anguilla Community Foundation has been working to adapt the community foundation model to local traditions of philanthropy. It recently received its first large bequest from an Anguillan, who was living in the US, to focus on education needs on the island. The community foundation's executive director, the former CEO of The Philadelphia Foundation in the US, has been active in promoting community foundations in the region, and was instrumental in the formation of the Association of Caribbean Community Foundations in 2003.

### **St. Lucia, BWI**

The National Community Foundation of St. Lucia (population: 162,500) was launched as an independent foundation on 1 August 2002 by an act of the St. Lucia Parliament. The Foundation was created at the initiative of the National Insurance Corporation, the government corporation under the Ministry of Finance responsible for administering old age pensions and social security benefits. The foundation has received substantial support from the National Insurance Corporation, through transfer of its scholarship program to the foundation and other donations, and from corporations, foundations and individual donors on the island. It was a founding member of the Association of Caribbean Community Foundations.

### Tortola, BVI

The British Virgin Islands Investment Club was formed in 1992 to develop and facilitate opportunities for the economic and social benefit of the wider BVI community which has a population of 22,000. The club consists of community leaders and business people determined to ensure that all British Virgin Islanders share in the territory's economic development. The BVI Investment Club owns substantial shares in corporations that benefit the islands, such as communications companies. It has also been involved in land development. As part of its mission, on its tenth anniversary in 2002, the BVI Investment Club launched the BVI Investment Club Foundation, which is one of the founders of the Association of Caribbean Community Foundations.

### Jamaica

Jamaica reports two community foundations: The Grace & Staff Community Development Foundation and the Walkerswood Community Development Foundation. Grace & Staff was established in 1979 by Grace, Kennedy and Company (the largest commercial food company in Jamaica) and its staff to serve the inner city community adjacent to the company's headquarters. Its funding comes from the company, staff and other donors. The company matches staff contributions two-to-one. Even though it has close ties to the corporation, the integration of staff as donors and in program development gives it many community foundation-like characteristics.

Walkerswood was more recently established as a community foundation (1999). It is an offshoot of Walkerswood Caribbean Foods, which has its roots in a cooperative farm and the self-help movement of the 1940s. The foundation was established to serve a rural farming community, which has used farm produce (hot peppers) to build an agricultural business for the community's economic development. The community foundation receives support from local leaders in the community, as well as other donors.

### Puerto Rico

The Puerto Rico Community Foundation (PRCF), the oldest community foundation in the Caribbean, was established in 1985. It was created with significant funding from five large overseas foundations, and donations from corporations operating on the island. It receives much of its funding for its grantmaking programs from US federal government agencies and local government funds. It also receives substantial funding from local foundations and corporate giving programs. More recently its fundraising strategy has begun to focus on individual and family donors. PRCF has a large staff to handle its substantial grantmaking program. The foundation has attracted attention throughout the world, not just in the Caribbean and Latin America, and is now a point of reference for how to harness resources for the benefit of local communities.

### US Virgin Islands

The three community foundations located in the US Virgin Islands (population: 125,000) each have different outlooks and focus their grantmaking in different ways. The Community Foundation of the Virgin Islands is the largest of these community foundations, with an endowment of over two million dollars. It is based on the island of St. Thomas and funds projects throughout the three islands. The St. Croix Community Development Foundation, as its name suggests, focuses primarily on programs that will help improve the local economy on St. Croix. Both the Community Foundation of the Virgin Islands and the St. Croix Foundation are founding members of the new Association of Caribbean Community Foundations. The St. John Community Foundation is a smaller foundation that focuses its grantmaking on local projects on the island of St. John.

## **South America**

### Brazil

Due to the difficulty of raising endowed funds in the local area, the Institute for the Development of Social Responsibility has chosen to take an intermediate path to developing community foundations in Brazil. It is involved in establishing local community philanthropy organizations (CPOs) in eight cities. These CPOs are a first step on the way to becoming community foundations, but at this stage they are not making grants. As the concept of community philanthropy becomes more familiar, the expectation is that these CPOs will evolve into community foundations. A community foundation formed along more traditional lines is Instituto Rio in Rio de Janeiro, established with the assistance of the Synergos Institute. After a period of slow growth, it has become more active recently. Instituto Rio has received support from The Ford Foundation and the Avina Foundation.

### Ecuador

Currently, there are no traditional community foundations in Ecuador. The Ecuadorian Consortium for Social Responsibility (CERES), established in March 2002 with the assistance of the Esquel Foundation, is Ecuador's first association of grantmaking organizations. Its vision is to become the country's leading voice on social responsibility. One of CERES's objectives is to support the already existing foundations, some of which have community foundation-like characteristics, and emerging ones, including community foundations.

## **4.2 Europe, the Middle East and Central Asia**

### **Western Europe**

#### Belgium

The King Baudouin Foundation (KBF) is an independent foundation established in 1976 that funds projects in Belgium and internationally. Donors can set up funds in the foundation to carry out their charitable purposes. KBF is involved in promoting the community foundation concept internationally and in Belgium. It has established one regional fund, the Community Foundation for Central and South-West Flanders, and is open to establishing more regional funds in other parts of Belgium. KBF is one of the organizers and funders of the Transatlantic Community Foundation Fellowship, established in 2000, which provides opportunities for community foundation senior staff and board members on both sides of the Atlantic to participate in international exchanges.

#### France

The national Fondation de France was established in 1969, based on The Cleveland Foundation model in the United States. Although it has many unique features, it acts in many ways like a national community foundation for France. Donors can set up funds through the foundation to benefit local communities, and its own grantmaking is carried out through regional panels of local citizens.

#### Germany

The German community foundation movement continues to grow. The first community foundation was established in 1996 in Gütersloh, the home of the Bertelsmann Foundation. The Bertelsmann Foundation is one of the leading promoters of community foundations in

Germany and internationally. German community foundations also benefit from the support of several other national foundations, and member-based associations of grantmakers. By the beginning of 2004, 63 community foundations had been established in Germany, 13 more than reported for the previous year. This represents a remarkable growth rate of 26% in just one year. German community foundations tend to follow an operational approach, which means they identify needs and run their own programs to meet the needs, but several have made or are making the transition to the more typical community foundation model, in which community foundations serve donors and their communities by making grants to support programs run by other nonprofits.

### Ireland

The Community Foundation for Ireland (CFI) was established in 2000 as a joint initiative of the Irish government and the business community, as the booming Irish economy made new resources available from government and business sources. Funding for many social and development programs in the past had come from sources outside of Ireland – from the European Union and the Irish diaspora. The recent strength of the Irish economy has meant that prospects for fundraising locally are good, and CFI is focusing on raising endowment funds from individuals, as well as businesses and other sources.

### Italy

Italy is another country in western Europe where community foundation development has been very successful, due especially to the Cariplo Foundation's initiative in Lombardy and the Venice Savings Bank Foundation's effort around Venice. There are currently 14 established community foundations, all in the north of Italy. It now seems likely that community foundations will spread to other parts of Italy. Other savings bank foundations are interested in the concept; cooperative banks may also move in this direction. Interest in creating community foundations is also increasing in the southern part of Italy. There is a growing movement to improve the incentives for giving in Italy. A national association of grantmakers has recently been established, and it should provide some advocacy work on behalf of the community foundations.

### Portugal

One community foundation has been formed in Portugal. CEBI – Foundation for the Community Development of Alverca was transformed from a social welfare organization in 1995. It developed on its own and only in 2001 connected with other community foundations in Europe. Activities are underway in Portugal to identify other community foundation-like organizations and promote the development of community foundations.

### United Kingdom

The first community foundations in the UK were established in the late 1970s. The movement started to build in the 1980s when the Charities Aid Foundation and the Mott Foundation joined efforts to create a competitive challenge grant program that did much to raise the profile of community foundations in the UK. By 1991, when the national membership association, now called Community Foundation Network (CFN), was formed, there were 15 established and 14 aspiring community foundations. With the formation of Community Foundation Network the community foundation movement began to take off. In December 2003 there were 62 community foundations in the UK. Nine out of ten UK residents now have access to a community foundation where they live. Grants from national government, local authorities, and charitable foundations have provided community foundations in the UK with the majority of funds for operating costs and flow-through grantmaking. Most of the community foundations are building endowment with individuals and companies as the main

donors. Through the lottery-funded Fair Share Trust, initiated in 2003 and managed by CFN, community foundations and their partners will be distributing £50 million to fund community programs over ten years.

## **Central and Eastern Europe**

### Bosnia and Herzegovina

The Community Foundation Simin Han was established in Tuzla in February 2003 and registered in July 2003. It is the first and only community foundation in Bosnia and Herzegovina, and was founded primarily with support from the Freudenberg Stiftung in Germany. Both foundations plan to support and help initiate even more community foundations, as soon as the existing one is strong enough to undertake this task.

### Bulgaria

The earliest attempts to establish community foundations in Bulgaria began with a program to transform a few of the Open Society Clubs (which were initiated and funded by the Open Society Fund-Sofia, a Soros foundation). The Charles Stewart Mott Foundation rendered with additional support. These early efforts were not entirely successful, though three of the clubs have community foundation-like characteristics. A new program, facilitated by Counterpart-Bulgaria with funding from USAID, is now underway to establish community funds in a number of Bulgarian cities. By spring 2004, four new community funds were formed, and five more are planned.

### Carpathia

The Carpathian region includes parts of Hungary, the Slovak Republic, Poland, Romania and Ukraine. The Carpathian Foundation was formed in 1999 to address the issues facing this mountainous region of Eastern Europe that is characterized by its isolation and high levels of poverty. The Carpathian Foundation was founded along the lines of a community foundation with international support from major foundations and governmental development agencies. It has established "Friends of the Carpathian Foundation – United States", through the German Marshall Fund of the United States (GMFUS), to help build an endowment. It is targeting individuals in the region, individuals from the region living abroad, local businesses and international funders.

### Croatia

Currently there is one organization in Croatia, in the town of Runovici, that calls itself a community foundation, although efforts to find out more about it have not been successful. The Association for Educational Development (AED), through its Support for Croatia's Nongovernmental Organizations (CroNGO) program funded by USAID, has been working to develop community foundations in Croatia. Active working groups have been established in Osijek, Hvar and Rijeka, and they plan to formally register as foundations before the end of 2004. They have participated in study tours of Poland and the Slovak Republic and met in Dubrovnik with a community foundations expert from the UK in early 2004.

### Czech Republic

The first and only community foundation in the Czech Republic, the Community Foundation of Ústí nad Labem, was formed in 1998 by transforming a local non-profit social service agency. The community foundation has been very active, maintaining an international presence and participating in the Transatlantic Community Foundation Network. There has

been great interest in the community foundation concept in the Czech Republic. However, the community foundation model is still being adapted to the Czech context. Some community foundation-like organizations are being formed by corporations and some by governments. In addition to the Community Foundation of Ústí nad Labem, there are 23 foundations, formed along community foundation lines, that are working towards becoming full-fledged community foundations.

### Estonia

Community foundation development in the Baltic States has benefited from the support of the Baltic-American Partnership Fund, a joint project of the Soros foundation and USAID. The first two community foundations in Estonia were established in Viljandi County and Järva County in 2002-03, as a result of a pilot project supported by the Baltic-American Partnership Program Estonia. The founders of the first two community foundations are leading community activists and local businesses. Both community foundations are in their start-up phase. Viljandi Community Foundation recently conducted its first grant competition. Järva Community Foundation was founded only at the end of 2003.

### Latvia

In 2003 the Baltic-American Partnership Program Latvia helped establish community foundations in two Latvian cities: Talsi and Lielvarde. The Talsi Region Community Foundation is fully operational. It has raised funds locally and at a national level and made its first grants. The Lielvarde Community Development Foundation is being formalized. The successful example of Talsi is facilitating the spread of the concept of community philanthropy and community foundations at a national level, and a number of other communities are showing an interest in establishing community foundations as well.

### Lithuania

Lithuania now has five registered community foundations and one in development. The first community foundation was established at the initiative of American Lithuanians in 1998, in a small village called Papile (Naujoji Akmene Region in Western Lithuania). It remains small and is run by volunteer staff. The Baltic-American Partnership Program Lithuania helped established two more community foundations: Samogitia Community Foundation, covering Telsiai County, in March 2002; and the Utena Regional Community Foundation, covering Utena County, in September 2002. The number of community foundations in Lithuania is not expected to grow significantly, as the small size of the country and the large area covered by the existing community foundations means that most of the population has access to a community foundation.

### Poland

Poland has a very active community foundation movement, which received its initial impetus from the Community Foundations Development Program, the first program organized and managed by the Academy for the Development of Philanthropy in Poland (ADPP). Beginning in 1998, through a combination of technical assistance and a challenge grant program, ADPP was able to facilitate the formation of the first 12 community foundations in Poland. Currently, there are 17 established community foundations and more under development. The first was the Snow Mountain Community Foundation established in 1998. Polish community foundations receive significant support from local authorities and businesses, and also support from individuals. Local organizations often play a role in incubating new community foundations through administrative support.

## Russia

The development of community foundations in Russia is a remarkable story. It took CAF Russia four years of sustained effort to get the first community foundation up and running in the city of Togliatti in 1998. The creation of the first community foundation caused a chain reaction and has resulted in the establishment of about 15-17 community foundations since that time. Along with CAF Russia, support for establishing community foundations has come from international funders and development agencies. Today the community foundation concept has become more popular. Community foundations are also attracting funding from the major national corporations such as YUKOS Oil Company, SUAL Holding, etc., which are interested in creating community foundations and community philanthropy organizations in areas where they have a corporate presence.

The community foundations have formed an affinity group – the Community Foundation Partnership.

## Slovak Republic

The first community foundation in Central and Eastern Europe, the Healthy City Community Foundation of Banska Bystrica, was formed in 1994. The Slovak Republic has had a major program to promote the establishment of community foundations in the republic, overseen by the Open Society Foundation (Slovak Republic). There are currently 11 community foundations in the Slovak Republic with more in development. In 2003 the community foundations formed their own association, the Association of Slovak Community Foundations, and as a result are in contact on a daily basis. At least half of the community foundations have participated in some form of international exchange.

## Ukraine

There are at least three community foundations operating in the Ukraine with more under development: the Princes Benefactors Ostrozski Foundation, which reorganized into a community foundation for the territory of Rivne in 2002; the Charity Civic Foundation after King Yuri, established in Ivano-Frankivsk in 2002; and the Odessa City Fund, also established in 2002. They were inspired by community foundation developments in neighboring Russia and the Slovak Republic. The community foundation concept is being researched, explored and promoted by the Ukraine Center for Philanthropy. A community foundations feasibility study is being undertaken by the Center in order to produce an action plan for community foundation development. Independently of this effort, a community philanthropy organization, the Dobrota (Kindness) – Donetsk City Charity Fund, with many community foundation characteristics, was organized in 1998. The fund was established by a team of doctors from Donetsk, who were concerned that the cuts in national funding for health care, education and social services were putting the most vulnerable members of their community at risk.

## **Middle East**

### Israel

The Beit Shean Community Foundation was established in 2000 in the Beit Shean Valley, a poor rural area near the border with Jordan. The community foundation was formed with the support of the Jewish Community Federation of Cleveland, Ohio and a non-profit Israeli organization devoted to social change, with technical assistance from The Cleveland Foundation in the United States.

An older community philanthropy organization in Israel, with many community foundation-like characteristics, is the Jerusalem Foundation. It was established in 1966 by the then newly-elected mayor of Jerusalem, Teddy Kollek. It is a non-political, non-sectarian, 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. The Jerusalem Foundation draws heavily on giving from abroad, as do many Israeli nonprofits. It has a unique international governance structure, composed of nine international boards, in addition to the local Israeli board, to focus on fundraising for the foundation. In 2002, 6% of the donations to the Jerusalem Foundation came from Israeli sources.

## **Central Asia**

### Kyrgyzstan

Reports have been received of activities in Kyrgyzstan around the formation of community funds. Counterpart Kyrgyzstan, with funding from USAID, has helped establish 42 local giving councils in 2002-03, out of 78 towns targeted. These community funds are being created in towns with very small populations, often only with several hundred to several thousand people. The local groups raise small sums of money, provide labor and in-kind donations to tackle local problems, such as drilling a new well or micro-credit for the start-up of small businesses. They receive additional funding for their projects from Counterpart Kyrgyzstan. These community funds appear to operate more like local self-help organizations than community foundations. However, it is too early to tell whether they will be sustainable in the longer term, and whether any of them will become full-fledged community foundations.

## **4.3 Africa**

### Kenya

The Kenya Community Development Foundation (KCDF) was established in 1996 with major start-up funding and support from the Ford and Aga Khan foundations. Its mission is to build the capacity of citizen organizations to participate in community development activities and to introduce national philanthropy for development. As a national foundation, KCDF oversees an extensive local grant-making program that covers the entire country. KCDF has begun focusing on building an endowment from local sources, including individuals and corporations.

### Mozambique

The Foundation for Community Development was established in 1994 by the former first lady, Graça Machel, and a broad-based group of local citizens. It is the first grantmaking foundation in Mozambique, and is devoted to building resources to finance community development initiatives. The foundation has received support from international funders, multinational companies and local Mozambican businesses. It has developed a strategy to promote local philanthropy and increase funding from local sources, both individuals and corporations.

### South Africa

A five-year pilot program to develop community foundations in South Africa was led by the Southern African Grantmakers' Association (SAGA). When the pilot program ended at the close of 2003, six community foundations had been established in communities originally selected to participate in the program, and a seventh had been formed outside of the program.

The first community foundation in South Africa, the Uthungulu Community Foundation, was founded in 1999. Several other areas, not included in the original pilot program, are now interested in forming community foundations. South African community foundations receive substantial support from corporate foundations and giving programs. The Industrial Development Corporation, a self-financing national development finance institution established by the South African government, is embarking on a major community foundation development program, with SAGA providing technical assistance.

### West Africa

A community foundation hybrid, the West African Rural Foundation, was established in 1993. It is a regional foundation that serves five countries in West Africa: Senegal, Gambia, Mali, Republic of Guinea and Guinea Bissau. The complexities of its multinational structure have been a challenge for its evolution into an organization along community foundation lines. WARF is trying to diversify its funding to decrease its dependency on international funders. It has put in place strategies to facilitate local fundraising.

### Zimbabwe

The Community Foundation of the Western Region of Zimbabwe, also known as the Western Region Foundation (WRF), was established in 1998 after six years of planning by the Zimbabwean Organization of Rural Associations for Progress (ORAP). Drawing on a local community savings tradition called Qogelela, ORAP was able to pool contributions from more than 50,000 community members to endow the foundation. Even though the donations totaled only US\$5,000, their contributions gave community members a sense of ownership of the foundation. The foundation continues to receive funds from local individuals and also attracts funding from large international foundations as well.

## **4.4 Asia and the Pacific**

### Australia

There is a lot of community foundation development activity in Australia. Australia's first community foundation, the Victorian Community Foundation, was established in 1983. It was followed by the Melbourne Community Foundation in 1997. In 2000, the Foundation for Rural and Regional Renewal (FRRR) was established, with the specific objective of supporting the growth and development of community foundations. FRRR is a partnership between The Sidney Myer Fund, a major Australian private foundation, and the Commonwealth Government of Australia. In 2000, Philanthropy Australia, the membership association for philanthropic trusts and foundations, made the support and development of community foundations one of its principal objectives. Australia currently has 17 established community foundations and 18 further foundations in the process of being established. They can be found in all states and territories, with the exception of the Northern Territory.

### Bangladesh

The Bangladesh Freedom Foundation was launched in 1999 along community foundation lines with the support of The Ford Foundation. Its mission is to promote three fundamental freedoms in Bangladesh: freedom from poverty, freedom from ignorance, and freedom from oppression. It works through partnerships with civil society groups or organizations, and by supporting programs that strengthen civic initiatives and citizens' participation.

## India

India has three established community foundations formed along modern lines: in Mumbai (Bombay), Ahmedabad, and Pune. The Bombay Community Public Trust was established in 1991 by the directors of the Centre for the Advancement of Philanthropy. The Ahmedabad Community Foundation and the Nav Maharashtra Community Foundation (in Pune) were formed with the support of The Ford Foundation in 2001 and 2003 respectively. Sampradaan – Indian Centre for Philanthropy is researching and promoting the community foundation concept. Both Sampradaan and the Centre for the Advancement of Philanthropy provide training and advice on the establishment of foundations.

## Japan

There are at least two community foundations in Japan. The first, the Osaka Community Foundation, was established in 1991 under the relatively strict laws relating to foundations. It was formed with the assistance of the local Chamber of Commerce, which continues to provide support, including help in kind and a loaned executive. The second was formed by a group of volunteers in Kobe in the wake of the Great Hanshin/Awaji earthquake under new NPO laws. The Citizens Fund Kobe is part of the growing non-profit movement in Japan to increase local support for the emerging voluntary sector.

## New Zealand

New Zealand has a unique environment for community philanthropy. There are 12 community trusts created when non-profit community-owned banks were converted to for-profit entities, and several similar trusts created by the conversion of public utilities to for-profit energy companies. These trusts are tied to defined regions and are active local grantmakers, but do no fundraising. There are at least four community foundations formed along more traditional lines, and some of the community trusts are looking at ways to become more like community foundations.

## Philippines

The Philippine Association of Foundations became interested in the idea of community foundations in 2000 and undertook a research study of foundations in the Philippines to see if any of those that were geographically-focused could be classified as community foundations. The survey identified four, two of which were founded in the late 1980s and two in the late 1990s. Muntinlupa Development Foundation was founded by the more affluent residents of one municipality as a way of reaching out to the poorer members of the community. The second was led by the local Archbishop of a province (Pondong Batangan) as a way for people to express their faith through giving for community purposes. The third (Ivory Charities Foundation) was founded by residents of a city who were looking for a meaningful form of involvement in their community in their retirement. Kabalaka (Concern) Development Foundation, in Negros Occidental, started as a non-government organization, but decided in 2001 to convert to a community foundation in order to become more sustainable.

## South Korea

The Beautiful Foundation, the first community foundation in South Korea, was founded in 2000 as a national community foundation. The purpose of the foundation is to create and promote philanthropy among the general public, as a way to establish a sustainable and systematic culture of giving at all levels of society. It has undertaken a number of giving programs, including the One Percent Sharing program to encourage giving of time and resources from a broad spectrum of people. The Beautiful Foundation also conducts research

on charitable giving and maintains a fundraising library. Its staff members have participated in international learning opportunities and conferences.

### Thailand

A community foundations initiative is just beginning in Thailand. A new foundation formed in 2003, called Friendship to Community Foundation (FCF), has been established to promote and support the development of community foundations in Thailand. Plans are underway to establish a “Social Leadership Institute” within FCF to train leaders from the third sector. The Institute will focus its training programs on “bridging leadership”, fundraising, and grant management. In addition, FCF will provide consulting services to local leaders on how to establish a community foundation in their areas.

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