What Does Community Philanthropy Look Like?

CASE STUDIES ON COMMUNITY PHILANTHROPY—VOL. 1

Table of Contents

What makes the global spread of community philanthropy organizations so exciting is the variety of forms they take, adaptations to different local contexts, challenges, resources, and leaders. The core similarities matter—all in some way help geographic communities mobilize financial and other kinds of capital for improvement of the lives of residents. But so do the differences. Some have endowments, some don't. Some are large, more are small. Some call themselves community foundations, others do not. This diversity is one sign of community philanthropy's flexibility, potential, and rising popularity.

But it also presents a challenge to those who want to better understand and support community philanthropy, especially on a global level. A practice so varied, so organic and tied to local conditions, complicates classification, resists general conclusions, and calls for lots of learning through example. A movement relatively young and quickly evolving, with a limited body of applied research, requires ongoing documentation and study.

So it was that the C. S. Mott Foundation—which has supported a number of initiatives to strengthen and expand community philanthropy—commissioned Barry Knight of CENTRIS to explore the work and develop case studies of eight community philanthropy organizations around the world:

- Amazon Partnerships Foundation
- Black Belt Community Foundation
- Bolu Donors Foundation
- Community Foundation for South Sinai
- Fundacion Comunitaria de la Frontera Norte
- Healthy City Community Foundation
- Instituto Comunitário Grande Florianópolis
- Tuzla Community Foundation

The cases, written by Barry Knight and his colleague Andrew Milner, provide intriguing snapshots of locally driven development in communities across the globe. In South Sinai, Egypt, Bedouin farmers dig wells, improve their schools, and register to vote. Indigenous communities in the Amazon plant trees, learn new cacao cultivation methods, and manage projects to harvest rainwater. Young people in the American South are equipped with cameras to document their culture and counter stereotypes. Local donors and NGOs come together in Bolu, Turkey, to raise funds for an education center, while nearly 7,000 miles away similar groups coalesce around a project to map civil society assets in Florianópolis, Brazil. Organizations serving Roma populations are formed in Banská Bystrica, Slovakia. Young people in Ciudad Juarez, Mexico, learn leadership skills to shape alternatives to drug trafficking and violence. A community center is renovated in the war-damaged town of Tuzla, Bosnia and Herzegovina.

This is community philanthropy in action, a virtuous cycle of local participation, contribution and development. How organizations were able to support these activities, and what helped and hindered them along the way, is explored in the case studies.

This case study set is part of a series produced for the Global Alliance for Community Philanthropy. It was researched and written by Barry Knight and Andrew Milner, CENTRIS; edited by Sedway Associates; designed by Bluesoup Design; and supported by the C.S. Mott Foundation, 2013. For more information on the Alliance, please contact Jenny Hodgson at jenny@globalfundcf.org and go to www.globalfundcommunityfoundations.org.

Common Organizational Challenges

The cases provide an important opportunity to begin exploring hypotheses about what works to grow and improve community philanthropy organizations. As part of his work documenting the examples, Barry Knight was asked to reflect on these issues and found community philanthropy organizations grappling with challenges that can be grouped into three overall themes:

1. **Engaging local donors.** In most of the examples, except for one or two located in extremely poor areas, persuading local donors to get involved is a core part of the community philanthropy organization's work. In addition to their tangible benefits, contributions from within the community can have enormous symbolic significance for organizations because they represent local buy-in and involvement. Making the case is no simple feat, given that for most people giving to an institution is less familiar or comfortable than giving to a cause or project. Indeed, a vicious cycle can take place. Local donors resist institutional giving, which can naturally lead community philanthropy organizations, especially in their early stages, to turn to external sources of funding, often large institutional funders. This can in turn make the pitch for support even more perplexing for local donors, who wonder why they should give to an organization that already has more plentiful outside sources.

2. **Building local trust.** This is a crucial step for community philanthropy organizations. In many cases, the organizations have to overcome layers of distrust built up over time toward large development NGOs that have come and gone and local NGOs often seen as corrupt or incompetent. Much of the initial energy of the organizations profiled in the case studies went into overcoming such wariness and gradually building trust among stakeholders. Some profiled organizations faced an interesting question: can you gain local acceptance if you're led or were started by an outsider? Several of the organizations Barry Knight studied were, and his answer to the question was yes, if the outsiders behave sensitively, in accordance with cultural expectations, and work to develop trust with the local community. At the same time, that trust has to be deep, broad, and sustainable, based on real local participation and deep roots in the community, and it can be a problem if the fate of the organization rests too much on one or two people.

3. **Enlisting institutional support.** Perhaps the most crucial factor in a community philanthropy organization's survival is its overall institutional strength. One common initial ingredient in that strength is external funding, which Knight says will almost always be necessary for a shorter or longer period to allow a community philanthropy organization to get to the point where it can sustainably tap local sources of support. Just as crucial as funding for community philanthropy organizations are forms of support such as advice, information, and training. Many of the organizations profiled in the case studies benefited from such support, especially through peer relationships within and outside of their countries.

Join the Inquiry

These eight case studies are the first step in an ongoing effort to track, learn about, and ultimately grow and improve the practice of community philanthropy worldwide. If you have thoughts about these examples and reflections or suggestions for other case studies, or are interested in supporting community philanthropy, please contact Jenny Hodgson, Executive Director of the Global Fund for Community Foundations, at jenny@globalfundcf.org. Stay tuned for continued inquiry into this growing global practice.

Giving Agency to Local Residents

The Amazon Partnerships Foundation
TENA, ECUADOR

A COMMUNITY PHILANTHROPY CASE STUDY

One of the thrusts of the foundation's work was what Mary Fifield calls "information as currency"—how to collect and provide the sorts of information that those institutions would demand and, more importantly, that the communities themselves would find useful.

Based in Napo Province in the Ecuadorian Amazon, the Amazon Partnerships Foundation (Fundación Tarpuna Causay) serves the indigenous Kichwa communities, a group historically marginalized and discriminated against in Ecuador, as its core constituency. Although the organization is no longer a functioning grantmaker, its story is interesting and illuminating.

The idea for the foundation grew out of an earlier grassroots grantmaking program, originally piloted under the auspices of an international health NGO. Mary Fifield, the director of that program and eventually of the foundation, discovered that local communities often had their own ideas for projects, but lacked the technical skills or financial resources to implement them. Behind most of those ideas was a concern with environmental degradation and the changing climate.

"INFORMATION AS CURRENCY"

The foundation conducted workshops with prospective applicants from the community to teach them how to formulate proposals to carry forward their initial ideas. If the foundation's board approved the proposal, the foundation would continue to work with the groups for at least a year, teaching them how to monitor and evaluate the projects. Results based on benchmarks they set themselves helped determine whether they qualified for continued funding.

The projects were practical. Grantees installed 84 rainwater catchment systems, planted 450 hardwood and fruit trees, completed 9 workshops in organic cacao cultivation and composting techniques, built 5 composting toilets and 3 tree nurseries, and germinated more than 3,000 organic cacao plants.

The Kichwa communities the foundation worked with normally comprised of extended family groups of between 200 and 500 people. Almost everyone was dependent on subsistence agriculture, with a few artisans or tradespeople and the occasional teacher. Typically, each community would have a local meeting place, the *casa comunal* (community center), which, depending on resources, would either be a thatched hut or cement building. There would often be a soccer field or basketball court, and sometimes a small store. Mostly they would get there by bus and occasionally by canoe.

Among the first indigenous people to come into contact with Europeans, the Kichwa in Napo Province have a relatively long experience of westerners. But the infrastructure and services those westerners brought with them have been unevenly distributed and often developed without the participation of the communities or regard for what they need.

One obstacle has been how indigenous communities manage information. Because of this, one of the thrusts of the foundation's work was what Mary Fifield calls "information as currency"—how to collect and provide the sorts of information that those institutions would demand and, more importantly, that the communities themselves would find useful. The use of information in project reporting, therefore, became a benchmark. Members of the community were responsible, for example, for inspecting the rainwater catchment systems

This case is part of a series produced for the Global Alliance for Community Philanthropy. It was researched and written by Barry Knight and Andrew Milner, CENTRIS; edited by Sedway Associates; designed by Bluesoup Design; and supported by the C.S. Mott Foundation. 2013. For more information on the Alliance, please contact Jenny Hodgson at jenny@globalfundcf.org and go to www.globalfundcommunityfoundations.org.

Community development is as much about giving agency to local people as it is about producing useful things in the community—as much about process as product.

they installed to see how well they were being maintained, and to track that data using a form that they themselves had designed in conjunction with the foundation.

ACHIEVEMENTS SEEN AND UNSEEN

We have already discussed, in quantitative terms, the foundation's successes. Practical changes in various communities are there to see.

Harder to see and quantify, but nevertheless real, is how the communities themselves developed organizational skills during the grant implementation process. They had to think carefully about what they wanted to do, how they were going to do it, and the indicators of their achievement. Going through the exercise helped them see what those numbers really meant and how the whole planning process was something they could apply in their relationships with other institutions.

To take one example, suggestions for a rainwater project met with a lukewarm response from the community. But they didn't reject it outright. Instead, one family volunteered to pilot the scheme and, though the pilot failed, others in the community became interested when they saw the installation. The community therefore submitted a proposal for a follow-on project to the foundation and it was duly funded. The project then got a much stronger response. Meetings about it were well attended, and the community met its installation goals and exceeded its inspection goals.

When Mary Fifield first visited the village, she saw that villagers, financed by the government, had cut down a lot of trees to build houses. It resembled "a moonscape," she says. There was "a palpable sense of what had been lost."

Five years later, by contrast, the community had signed up with a government partnership to become an ecological community. "Working with the foundation had definitely increased their environmental awareness and made them much more aware of water conservation and had helped them to position themselves so that they could take on such a partnership," she says.

A FUNDRAISING IMPASSE

Notwithstanding the foundation's successes in community projects and general community development, it was ultimately forced to cease its grantmaking and fieldwork operations. "We weren't able to raise the money we needed to really grow organizational roots in the local non-profit sector and create an organization that local people could sustain and develop," Mary Fifield explains. The foundation had started with no money and no big donors. While it did have some fundraising success, including $35,000 raised to produce a climate change documentary and another $150,000 for general funding, it never managed to raise enough of a reserve to sustain itself.

Funding came mainly from international donors, with some from a local institutional donor. The communities themselves contributed roughly 10 percent to project costs. While the foundation had money for immediate running costs, it never raised enough reserves to carry it over difficult times.

Part of the problem is that international donors could not see the value of community development. For example, the foundation worked closely with the German International Development Organization (GIZ, formerly GTZ), which had an office in Tena. Their staff saw foundation projects up close and they ran public

Part of the problem is that international donors could not see the value of community development.

forums together, yet, says Mary Fifield, it was "still so difficult for them to understand that it was not about the end-product, it was about the process." Community development is as much about giving agency to local people as it is about producing useful things in the community—as much about process as product. Yet international donors often asked output-focused questions such as "How many dry composting toilets are you going to install in a year?" "We couldn't predict that," Fifield says, "because we didn't know what kind of proposals we were going to get from the communities."

Even locals sometimes found it difficult to understand the foundation's approach. Giving money to a professionally managed community fund is a new idea. Tena, the provincial capital where the foundation was based, is a small town (35,000 population) with the usual small-town conservatism. Its citizens were slow both to give in new ways and to embrace new directions for their philanthropy. To overcome this initial resistance would have required a longer process of education and demonstration. And there were hopeful signs that such a process could have worked. For instance, a local hardware store gave the foundation a discount because it liked the work. Cultivating local relationships of this kind may have changed the culture of giving in the long term.

Although the foundation established good relations with the communities it worked with, it was also difficult to engage local people as participants in the foundation—in becoming board members, for instance. The foundation was keen to employ more local staff and to make this organization a local one, but it lacked the funds to do so.

The board, made up of both Ecuadorians and Kichwa, never took on a local fundraising role. In Ecuador, charitable organizations in general and foundations in particular are often viewed with suspicion because they are seen as means by which the wealthy launder money. That perception, according to Fifield, might have contributed to a situation where being on a board often wasn't taken that seriously—a thing in name only. While those Ecuadorians who stayed on the foundation's board longest did take it seriously, on the whole Fifield could point to few examples of what she terms "professional board activity." Those involved were used to looking for money from external sources. The notion of indigenous funding was not part of their outlook.

Kichwa participation on the board was limited both by the formidable logistical difficulties of bringing them to meetings and by the fact that they were fully occupied in the communities, without much time to spare. Many had been recipients of aid but weren't used to the processes involved on the other side. In short, Fifield says, "some of the same information management issues the foundation encountered with the communities during project implementation were also evident with the board." Now that more Kichwa are moving into the professions, she believes that, if the foundation had continued, they would have been able to have better representation from the community given time.

THE OUTSIDER ROLE

Did her presence as a foreigner hinder the extent to which the foundation was able to strike local roots? Mary Fifield doesn't think so and believes that the reverse might be true—that, in fact, they may have got a better reception and better results *because* of the presence of a foreigner (it should be stressed that she was not the only person working with the local communities). The reason is the prevailing local opinion that anyone

The case also highlights how hard it can be to enlist the support of even seasoned grantmakers when the results of a project appear unspectacular and are difficult to present in quantitative terms.

coming from the outside must be better informed. Then again, the communities already knew Fifield because of her experience working with them in her days with the health NGO. She always took community relations very seriously, as indeed did the rest of her colleagues, and the relationship between the foundation and the communities was, she feels, so clearly based on mutual respect and professionalism that it created a sense of trust, which in turn was fostered by "always doing what we said we were going to do."

While the resources of the community philanthropy field had been accessible to the foundation, they had not been so on a regular enough basis to provide ongoing support. Mainly this was not so much because of any defect in the field's infrastructure as the foundation's lack of time and resources to take advantage of it. The Global Fund for Community Foundations and the relationship they had been able to build with it was tremendously helpful, she says, but it was a pity that there was no regional body whose presence and experience the foundation could draw upon. This would not only have assisted their organizational development, but would have helped endorse the idea of the community foundation locally. As noted, Tena is a small town with a small-town outlook. Although it is not remote physically, it can be psychologically, and what Fifield calls the power of "the stranger coming to town" is very strong. Someone from the outside representing other community organizations in the country or more widely in Latin America would have credentialed and advertised the concept in a striking way.

WHAT MIGHT HAVE BEEN

Given time and resources, what would the foundation have liked to achieve? "More communities in the province" in which there was "real evidence of their gaining organizational skills," says Mary Fifield. She is convinced this would have happened and that they would have found ways of monitoring and measuring these advances.

She would also liked to have seen the development of a local organization, staffed and directed by local people, with her as advisor. It had always been the plan, she explains, to start something with a local team and then step aside. Had this happened, a professional organization with Kichwa staff members would have been a great model for the local community. It also would have helped in promoting the community foundation approach with other organizations. In fact, the foundation had made some headway in this direction when it was forced to cease grantmaking. It had done some consulting for some other NGOs, worked with one of Ecuador's leading universities on climate change and community relations with extractive industries, had strong relationships with the regional government, and had also worked with regional universities.

All told, the foundation confronted some forbidding difficulties. Although it established good relations with its constituency and has some striking and tangible results to show for this, it was operating in an environment where there was little local material or moral support. It is clear that under such circumstances organizations need to be both embedded in their local communities, with vigorous support from the members of those communities, as well as financially supported from outside. The case also highlights how hard it can be to enlist the support of even seasoned grantmakers when the results of a project appear unspectacular and are difficult to present in quantitative terms.

Developing Deep Local Roots

Black Belt Community Foundation

ALABAMA, USA

A COMMUNITY PHILANTHROPY CASE STUDY

Until the community foundation was formed, there was no institution in the Black Belt region seen by funders as capable of handling grant money.

The 12 counties of Alabama's Black Belt form a sparsely populated, predominantly rural area, with few job opportunities and poor education. For example, Dallas County, where the Black Belt Community Foundation has its office, has the largest population at 50,000, with a median income of $14,500. Despite covering one of the poorest parts of Alabama, few grant dollars were coming into the 12 counties. The reason was simple: until the community foundation was formed, there was no institution in the Black Belt region seen by funders as capable of handling grant money.

More than a decade ago, a group of community activists, the founders of what was to become the foundation, decided to address the challenge. They were clear that a traditional foundation where "older white men with money rule" would not do. Any organization should involve the community—and that meant involving both white and black people. Through a series of community meetings funded by a planning grant from the Ford Foundation, the group of activists explained the concept of a community foundation—unheard of at the time in the area—and tried to determine whether the people of the region had an appetite for it.

The answer was yes, and a main reason seemed to be a striking approach to the meetings themselves. Running over a period of about a year, the conversations focused on the assets of the Black Belt communities. The strategy was chosen to counter what the community foundation's website calls "negative stereotyping." One man who attended said it was the first time he'd ever been to a meeting where they talked about the good things in the Black Belt. In fact, emphasising the good things that are happening and trying to build on them has become the cornerstone of the foundation's approach: "using what we have to build what we need."

BRIDGING THE DIVIDE

Despite being the cradle of the civil rights movement, with the bridge at Selma located at the region's heart, a *de facto* segregation still operates, particularly in schools. White families send their children to private schools. Most African American families can't afford to do this, so they send their children to public schools. Through its programs and its other activities, the Black Belt Community Foundation has been steadily addressing this divide since it was formed. It was clear that whatever the foundation did, it would have to be a group effort, involving all sections of the community, so they put together a very "egalitarian" board. Felecia Jones, the foundation's executive director, believes the board composition has enabled them to reach people they would otherwise have been unable to.

Another bridge has been the photo-voice project the foundation runs with young people. It started after the *Birmingham News* began running stories about the Black Belt being a "third world country." The foundation responded by giving participants cameras and asking them to document the culture of the region, and the results were striking. The product of their work has helped counteract the "third world" stereotype, and the process has offset the education system's segregation by bringing

This case is part of a series produced for the Global Alliance for Community Philanthropy. It was researched and written by Barry Knight and Andrew Milner, CENTRIS; edited by Sedway Associates; designed by Bluesoup Design; and supported by the C.S. Mott Foundation. 2013. For more information on the Alliance, please contact Jenny Hodgson at jenny@globalfundcf.org and go to www.globalfundcommunityfoundations.org.

"There were some places we had to go twice," she recalls. "People were very sceptical."

together students from the public and private schools, often for the first time. Their parents, too, have begun to talk to each other.

The photo-voice project took much work to launch and reveals something of the special difficulties involved in working with a widely scattered group of small communities. Felecia Jones speaks feelingly of the many miles she and her colleagues covered in driving to these communities in order to have the face-to-face meetings necessary to convince school principals to take part in the program. "There were some places we had to go twice," she recalls. "People were very sceptical." The program has continued and developed to the extent that, in addition to the county projects, there is now a week long workshop at the University of Alabama in Tuscaloosa—an important supporter of the project from the outset—in which students work in conjunction with others on creative photography and designing and mounting an exhibition. This has helped create a network of friends and contacts among the participants in a way that the foundation couldn't have anticipated at the start.

True to its original scheme of being a genuine *community* foundation, their process involves community members in all aspects of the work. Crucial to this is their model of community associates—around 100 local volunteers are engaged by the foundation in multiple roles. Some have been trained to run the foundation's regular grantseeker workshops. Others are on the foundation's grants review board. Many associates become board members—and in turn board members sometimes become community associates. Associates help the foundation advance a number of goals. They form a visible presence for the foundation in the communities it serves. They can establish credible entry points into those communities and position the foundation as "going in on the shoulders of individuals the community knows and trusts." And their participation improves the leadership capacities of citizen organizations in the area.

INSTITUTIONAL OPPORTUNITIES AND CHALLENGES

Felicia Jones would like to see the foundation move from being a maker of small grants to one that can also offer larger grants that will allow partners to address issues on a larger scale. She would also like to see a growing endowment. Giving, through local churches, is well established in the Black Belt, though the idea of giving to an endowment rather than a cause is less firmly grasped. However, through a Ford Foundation challenge grant, under which Ford offered $1million if the foundation could raise $2 to every $1 provided by Ford, there is an endowment in place. It has been hard going, but much of the matching money was provided by small local donors whose contributions not only provide a financial base for the foundation but also an endorsement. Programmatically, over the next five years or so, Felicia Jones would like to see every child in the 12 Black Belt counties reading at grade level (the ability to read proficiently by the end of third grade at school—the 8-9 age group). They are working with local institutions and state education departments to this end and, even if this goal is not attained, Jones is convinced the groundwork will have been laid.

Educating communities in the region about what a community foundation is and does was two years' work, says Felecia Jones. This involved a lot of community meetings as well as the launching of a small grants program. Because

The region's old antipathies and prejudices have left their scars, which makes leadership difficult and the careful maintenance of neutrality imperative.

Alabama has been seen as an area of need and ripe for grant funding, local observers contend that many outside organizations have come to the region, attracted the funds, then implemented ineffective programs that leave local residents no better off and sceptical about outside intervention. Making local grants whose effects could be seen and felt was a necessary way of demonstrating that the community foundation was not another one of these "resource buzzards."

A number of other challenges have emerged. One is "being able to stay ahead of the game with the community associates," says Jones, to maintain their interest and their involvement. Another is political: the region's old antipathies and prejudices have left their scars, which makes leadership difficult and the careful maintenance of neutrality imperative. Jones also worries about another foundation coming into the area and a consequent struggle for already-scarce resources. As noted, it's not a rich area. Though the foundation has managed to tap a significant pool of donors, most of these gifts are $100 or less. Moreover, the foundation finds itself obliged to spread itself thin. If it is to serve all the counties of the Black Belt it has to be present and operating in each. A concentration of resources in one "flagship" project that only runs in one or two communities is out of the question.

Undoubtedly the biggest struggle is for resources. Black Belt Community Foundation remains dependent on external funders, and—with one third of its budget supporting existing grant programs—finding the money to match its ambitions to make larger grants is hard. Endowment building remains "the most difficult part of the work," Jones says. The foundation has made some headway here. The Ford Foundation's support has been critical. It helped fund the development of the community foundation concept in the first place, and Ford's challenge grant kick-started the endowment and constituted a critical endorsement of the foundation's work by a large and prestigious donor. Endowment building has also been helped because the church remains very strong in the area (the Black Belt is also the Bible Belt), and the foundation has been able to use the analogy of tithes and offerings. People are familiar with the idea of a community resource needing both continuing support for its own maintenance and one-off gifts to distribute to others. It has been able to tap a pool of local donors whose contributions, though small, constitute not only material, but moral buy-in the its work. "We need the support of the entire community to do what we are doing," says Felecia Jones.

'WE CAN'T AFFORD TO FAIL'

Though Felecia Jones still sees a challenge in making its work more visible, people have been willing to support the foundation because "they see their dollars at work and they know that there's not a whole lot of red tape, not a lot of bureaucracy to get dollars to support the work that's going on in their communities." She can go into a community and pinpoint where money from the Black Belt Foundation has gone, and "nine times out of ten, it's a program that either their children, their grandchildren or somebody from the church's children" have benefited from.

Her chief anxiety is that ultimately there will be no change in the Black Belt: "the same people who are unemployed will be unemployed, the same people who can't read still won't be able to read, the same people who have dropped out of school continue to drop out of school. We can't afford to fail because there is no one else in this region who's doing what we are doing. We have got to be here to help meet the need."

Shaping a Culture of Giving

Bolu Donors Foundation
BOLU, TURKEY

A COMMUNITY PHILANTHROPY CASE STUDY

The board's continuing presence as a source of material support has put the foundation in the enviable position of never having been dependent on outside funding.

The roots of the Bolu Donors Foundation can be traced to a 2006 conference on community philanthropy. Organized by the Third Sector Foundation of Turkey (TUSEV), the conference brought together international experts on community foundations with Turkish community leaders. People from the town of Bolu were present, as was Haldun Taşman, a Turkish-American businessman and philanthropist who had earlier founded the Turkish Philanthropy Funds. Taşman was a native of Bolu, and when the Bolu contingent expressed interest in setting up a community foundation, he pledged support to provide matching funding and help them to build an endowment.

STRONG ASSETS, BEGINNING WITH THE BOARD

A town in northwest Turkey, with a ring of satellite villages, Bolu's income comes largely from agriculture and forestry. Although it lies in an area of natural beauty, the town is not a tourist center and has few amenities. The Abant Izzet Baysal University is located there, but many of its students come from the surrounding cities, like Istanbul and Ankara, and don't stay in Bolu when they have no classes, spending on average only three and a half days in Bolu per week.

This less-than-dynamic local economy would seem an inhospitable context to grow local giving, but the foundation has become an exemplar of mobilizing local donors to give to institutions. A main reason for this success is its board, comprised of 32 local businessmen. Each one not only contributed $5,000 each in start-up costs, but also pays a similar amount annually for the organization's upkeep. The board's continuing presence as a source of material support has put the foundation in the enviable position of never having been dependent on outside funding. The only external funding it has received was initial support from the Turkish Philanthropy Funds for the endowment building and an early childhood education center.

The board includes influential individuals in the community, many of whom sit on the boards of other local institutions, ensuring the foundation is well informed and integrated into civic life. That local knowledge is enhanced by an advisory committee of people with expertise from various sections of the community who provide advice on project selection. In addition to a committed board, which meets weekly, the foundation has a committed leader, the head of a local company, who provides office space for the foundation in his company's premises. This is partly to save money and partly so that he can be continuously involved.

The university is a potentially good resource for the foundation, both as a source of projects and of local knowledge and research. Indeed, its students are one of the foundation's primary targets. The foundation introduces its grants program to student clubs and invites them to apply and the city, university, and foundation are exploring ways—a social enterprise incubator is one idea—to help the university attract and keep able young people.

The foundation's funds come from trustees, earned income on their endowment, regranting money from local companies designated for

This case is part of a series produced for the Global Alliance for Community Philanthropy. It was researched and written by Barry Knight and Andrew Milner, CENTRIS; edited by Sedway Associates; designed by Bluesoup Design; and supported by the C.S. Mott Foundation. 2013. For more information on the Alliance, please contact Jenny Hodgson at jenny@globalfundcf.org and go to www.globalfundcommunityfoundations.org.

"It's not a family foundation, like Baysal," he says, "it's everybody's foundation."

specific projects, and small local donations. The donations are particularly important. While the amounts are small, with local people donating regular amounts of $5 or $10, people like it because it makes them feel involved with their town. Although such money is unrestricted and can be spent on projects as the foundation sees fit, the funds tend to be focused on projects with tangible results, including an early childhood education center, a mental health center and research on crop fertility which is obviously important to an agricultural community—things, in short, that directly touch people's lives. Donors get feedback about projects, such as emails, "thank you" letters, and progress reports, so that they can see the direct benefits to their community.

An endorsement for the work has come from a source that was initially looked on as a competitor: the Izzet Baysal Foundation. This is a local family foundation, which has been a prominent local benefactor. The president of the Izzet Baysal Foundation, whose local influence is considerable, has even become a trustee. "It's not a family foundation, like Baysal," he says, "it's everybody's foundation."

CHALLENGES TO ENDOWMENT, GRANTMAKING AND CONNECTIONS

Although the foundation's medium-term financial stability seems assured thanks to its trustees, their contribution can be an obstacle to drawing in other substantial donors. The attitude of such potential donors, says Sevda Kılıçalp from the Third Sector Foundation of Turkey (TUSEV), is broad: "You already have these rich people on the board who give money, so why are you asking us?"

Moreover, it remains very difficult to raise money for the endowment. There is little understanding, says Sevda Kılıçalp, of the importance of an endowment. The problem is compounded by the fact that the foundation started off with an endowment drive that was actually quite successful, but the value of the endowment has been decreasing and an effort is needed to relaunch it. It will be very hard, she thinks, to convince people to give again.

Prominent among the foundation's weaknesses, says Sevda Kılıçalp, is that it doesn't have priority areas for its grantmaking or indeed a strategy. This makes it difficult for grantees to approach them. It has not carried out any needs assessment of the local community. In some ways, this is compensated for by the fact that Bolu is a small community, and the board and staff can learn the community's needs through local knowledge and contacts.

Housed in offices provided by the president's company, the foundation is located some distance away from the city center, and they don't offer any physical space through which the foundation could fortify its leadership and convening role. The envisioned social enterprise incubator could provide such a space and would also help to strengthen the relations between the city's NGOs by enabling them to make common cause and offer facilities where they can work out ways to diversify their income. At present, no progress has been made on this beyond initial discussions.

The president is a central figure. He is elderly and the question naturally arises as to whether a leader as strong will take his place when he steps down. That said, all the board members are very committed, but succession always remains

The foundation has been immensely successful in changing the local culture of giving.

something of a question when the strength of an organization resides in the personnel rather than the institution.

The foundation has two permanent staff, an administrative assistant and the secretary-general who is very active locally and in Turkey and is from Bolu. However, because the foundation lacks an English speaker, its perspective is limited to Turkey, and they can be cut off from the information and advice offered by the movement at large. "It's a global movement," says Sevda Kılıçalp, "and even though community foundations are different in every country, there are some things in common—common problems, common challenges." TUSEV tries to offset this in part by acting as a conduit for information on and from the field, but Sevda Kılıçalp believes they would benefit from an English-speaking staff member who understands grantmaking.

The continuing support of TUSEV has been crucial. It helped build the initial core group of trustees and did a good deal of coaching, both in terms of the foundation's understanding of the community foundation model, and in setting up an organization. It provided training in governance, fundraising, and communications.

While TUSEV support has reduced over time, will the foundation ever be able to dispense with it? Sevda Kılıçalp doesn't see such support as a weakness. Such support is more advice than prescription, she says, and every organization needs external support on an ongoing basis. Also, the foundation is young enough that its leaders don't always know what support is needed, so they're happy to be guided.

CHANGING THE CULTURE OF GIVING

Notwithstanding the limitations of some aspects of its approach, the foundation has been immensely successful in changing the local culture of giving. People in Bolu have traditionally sought to give to other individuals; through the foundation, they are becoming donors to an institution. They trust that institution to understand the technical details of projects and to do its best with the money they give.

In addition, the foundation is creating a model of cooperation for local development. According to a study by TUSEV, many NGOs and other stakeholders in Bolu say they changed the way they work since the inception of the foundation. Before, they would work on issues separately. Now, the foundation provides an umbrella under which they can come together and try to find solutions. The early childhood education center, for instance, marks the first time that the university, individual donors, and the local authority have come together to work on an initiative. All these stakeholders retain some responsibility for the running of the center so it has created a continuing partnership. Because of the influence of those involved, the foundation is playing an important leadership role generally, which gives it considerable convening power.

Again, the early childhood education center is not just a structure; it is also a center for researching and putting into practice alternative methods of education. Its success has been such in this regard that it is seen as a model to follow and is being promoted by the Turkish government in different provinces.

Promoting Development From the Ground Up

The Community Foundation for South Sinai

SOUTH SINAI, EGYPT

A COMMUNITY PHILANTHROPY CASE STUDY

In a community where communications are sketchy and trust is rarely given, the story offers striking testimony of a small organization's big impact.

There is a story about the Community Foundation for South Sinai. Mohammed, the foundation's coordinator, had been out delivering a sheep to a family in a remote Bedouin community. On the way back, "miles from anywhere," he picked up a man by the roadside, because everybody gives lifts in a country where transport, both public and private, is at a premium. The man asked what he was doing out there. When Mohammed told him, the man immediately said, "then you must be from the foundation." In a community where communications are sketchy and trust is rarely given, the story offers striking testimony of a small organization's big impact.

A HARD PLACE TO LIVE

The Community Foundation for South Sinai, or al mo'assessa-t-al ahliya lijanoub sina' works for the sustainable development of Bedouin communities in South Sinai, Egypt. Dry and inhospitable, South Sinai is a hard place to live. Settlements are remote and communications, both physical and electronic, are limited and uncertain. This is particularly so for the Bedouin, for whom alien overlordship—exercised successively by the Egyptians, the Israelis, then the Egyptians again—has effectively made them strangers in their own land.

There is mistrust between the Egyptians and the Bedouin. Each side is culturally and ethnically distinct from the other. South Sinai is heavily policed, and the Bedouin are treated as objects of suspicion. The commercial development that has brought wealth to South Sinai has bypassed the Bedouin, who suffer routine discrimination and are rarely employed. The result has been poverty, disaffection, and a profound lack of trust in the Egyptian government and its apparatus. Moreover, because they were unaware of the requirements and ill-equipped to deal with Egyptian officialdom, many Bedouin were not even registered as citizens.

This has made it easy for the Egyptian state to ignore them, and the effects are clear. According to the foundation's own research—the first time such issues were studied—about half of those South Sinai Bedouin who have jobs still live around or below $1 per person per day, while almost 8 in 10 experience food poverty, a rate double that of Egypt's general population. A scattered community, with many still pursuing a traditional pastoral way of life, the written word has little currency for the Bedouin because at least half the population is uneducated. Forty percent have no television and nearly 90 percent have no Internet access. Their dominant concerns are work, water, land, grazing, and health of their livestock, for it is on these things that their survival depends.

BREAD-AND-BUTTER ISSUES

Hilary Gilbert had been researching Bedouin poverty and marginalization when she and four others set up the community foundation. She had spent ten years running a community foundation in the UK and saw in South Sinai the key success factors for a community foundation: a constituency of need, a constituency of wealth, and the passionate commitment of many to the area. She persuaded her co-founders to try the model in the region.

This case is part of a series produced for the Global Alliance for Community Philanthropy. It was researched and written by Barry Knight and Andrew Milner, CENTRIS; edited by Sedway Associates; designed by Bluesoup Design; and supported by the C.S. Mott Foundation. 2013. For more information on the Alliance, please contact Jenny Hodgson at jenny@globalfundcf.org and go to www.globalfundcommunityfoundations.org.

These are the kinds of bread-and-butter issues where the foundation is active—issues that are small in scale, but tremendously important to the local community.

The idea was well-received in initial consultations with a wide range of potential stakeholders, both in Cairo and in South Sinai, so much so that building an endowment from contributions by corporations with Sinai interests seemed a viable strategy. The foundation was established with the funds legally required by the Egyptian government from all founder trustees, along with a more substantial gift made by Gilbert and her husband in memory of her late father.

The work of the community foundation reflects the pastoral preoccupations of its constituents. Among its projects is an olive oil press to enable small-scale producers to extract their oil locally. In times of drought—and South Sinai is chronically short of water—olive production can help protect local Bedouin against fluctuations in the wage labor market. In its first year of operation, 70 families used the press.

Access to water was the motivation behind another of the foundation's projects. It purchased a portable drill and generator that local people can borrow to expand and deepen their wells. The equipment's small size enables it to be used even by people in remote and inaccessible areas. In 2010, 22 wells were improved using the drill, bringing water to more than 1,000 people. Digging and improving wells that help whole communities forms a major part of the foundation's regular activity.

Education is another area of great need, with local schools lacking many resources. The foundation has made grants to allow the local primary school in St. Katherine to equip its classrooms and pay the exam fees for 25 of the children in 2009 and the school fees for 40 children in 2010. This has become an annual program helping up to 60 families per year. The foundation also acts in cases where a small amount of money can have big consequences, such as the purchase of a new camel for a boy whose family depended on his income as a camel guide. It also provides medical expenses, food, and transport to help struggling individuals cope with unexpected costs.

These are the kinds of bread-and-butter issues where the foundation is active—issues that are small in scale, but tremendously important to the local community. By having its ear to the ground the community foundation is able to identify such issues as they emerge.

THE REVOLUTION REVOLUTIONIZES ITS WORK

While the community foundation continues to address these basic questions, the Arab Spring uprising in Egypt and subsequent elections presented an opportunity that has revolutionized its work. Seeing a chance for increased Bedouin civic participation, the foundation developed a program called "Making Bedouin Voices Heard," which had a particular emphasis on young people and women. Following a preliminary consultation they ran separate meetings for men and women in 75 communities, plus 20 signed meetings for the large population of congenitally deaf Bedouin whose needs are usually ignored.

The process led to a jump in the number of Bedouin registered to vote. Facilitators went to the communities and explained the voting requirements to them, then were stationed on a rota at registration points to help them deal with officials. In October and November of 2011, 4,230 new Bedouin registrations were recorded in the region—over 10 percent of the whole estimated population.

In its operations, "everything we have done…has been done by the Bedouin working with Bedouin within Bedouin cultural norms."

A number of consequences, some of which are likely to be profound, have flowed from this initial consultation and information exercise. First, the registrations have put Bedouin on the demographic map. Second, as a result of the meetings, 12 young Bedouin's decided to put themselves forward as candidates for the January 2012 elections. Three candidates were young women, and this challenged the norms of a strongly patriarchal society. While none of these candidates were elected, the elections did return eight Bedouin candidates, who stood independently of the community foundation's initiative, out of 12 MPs all told. It was an unprecedented result.

A third development has been a massive increase in Bedouin's employed in government jobs. In St. Katherine alone, the numbers employed in schools have risen from 4 to 32; in the city council from 4 to 17; in the electricity generating company from 1 to 27. A fourth result of the program is that newly registered as citizens are also eligible for *tamwiin*—government-subsidized food supplies. Prior to the meetings, few realized that they were eligible for this. A final benefit of the "Making Bedouin Voices Heard" effort: the foundation now has a network of community volunteers who are connecting people in ways that did not happen before. This, says Hilary Gilbert, is "success by any standard."

FOR THE BEDOUIN, BY THE BEDOUIN

In its operations, "everything we have done… has been done by the Bedouin working with Bedouin within Bedouin cultural norms," says Hilary Gilbert. This rootedness raises an interesting question: How has Gilbert, a woman and a foreigner, been able to work with a community that is traditionally conservative and resistant to outside influence? "If I were trying to do it by myself, I wouldn't get anywhere," she acknowledges. "It's because I have always worked with Bedouin and I've been exceptionally fortunate in the people I have to work with here. Very few people are interested in helping the Bedouin at all and they know that I am. Also, as a foreigner, I am not tainted by the negativity of Egyptian-Bedouin relations."

Two other people played pivotal roles. The community foundation's Bedouin trustee, Faraj Mahmoud, is very well known and well liked and trusted locally. And Mohammed Khedr, the foundation's coordinator, formed an indispensable team with Gilbert. When the community foundation was being set up, Gilbert was doing research for her PhD on the impact of development and conservation on the Bedouin community. Both processes were going on simultaneously, and Mohammed Khedr both set up the logistics for foundation and worked as Gilbert's field assistant during the PhD research, always accompanying her and providing the entrée to Bedouin homes and communities. The two quickly developed a real sense of trust, which was quickly extended to the larger Bedouin community. "I've been able to get into places I would never have been able to go to…places which most foreigners never get anywhere near." Mohammed Khedr realized how useful the information that was being collected would be to his community, and he grasped the community foundation idea and what it was trying to do. When Hilary Gilbert got funding for the foundation undertaking, "it was a natural step that he was appointed to run it," she recalls.

Because of this credibility within the community, and the power of its deeds and results, the foundation has become a "linchpin within the

The main challenges to its continued impact are its long-term financial sustainability, capacity, and ability to involve the Bedouin more directly in the running and direction of the community foundation.

Bedouin community," says Hilary Gilbert. It is a philanthropy of time and relationships, more than of money, which is in short supply in the region. The community foundation has also been clear from the outset that it won't make promises it can't keep. This approach is in contrast to the work of other development organizations. Many Bedouin have a dim view of organizations like the European Union, which don't usually consult local people and as a result can spend vast sums on projects that no one wants. By and large, the Bedouin experience of international NGOs, says Gilbert, is that "they come in and make grandiose promises of what they'll achieve and they never do—they get everyone's hopes up and go away," leaving disillusionment behind.

CHALLENGES TO A SUSTAINABLE FUTURE

The community foundation, through its reach into the community and a rare willingness genuinely to listen to its concerns, has established trust and has been able to orchestrate the seeds of greater self-reliance among the community. The main challenges to its continued impact are its long-term financial sustainability, capacity, and ability to involve the Bedouin more directly in the running and direction of the community foundation.

The difficulties in pursuing the original plan of raising an endowment have become obvious, and the foundation has had to adapt. There are few potential donors. A handful of community members are wealthy, but they tend to exercise their generosity in traditional ways, such as paying for the *hajj* or giving food during *Ramadan*. There is no middle class and bringing in money from abroad is difficult, time-consuming, and risky. And the Bedouin are an unpopular beneficiary group, not only in Egypt but among western donors, too. Plans to raise an endowment have thus been put on hold in favor of development grants. In the short term, this works. Since NGOs are so scarce, the foundation more often works with local people to do development activity itself, based on consultation and its own research. This has proved popular in a setting where effective development is rare. The concern, of course, is that sustainability—the factor that made the community foundation model attractive—is still no closer.

Funding continues to be hand-to-mouth. Running costs depend on funders such as the Global Fund for Community Foundations, while most of the grants the foundation gives come out of the trustees' pockets and from small-scale fundraising among their contacts. For example, the funding to buy a new camel for the young camel guide, mentioned earlier, came from students at Nottingham University who had done research in the area.

All these problems were exacerbated by the financial crash, leaving the foundation's long-term future far from secure. The salaries of Hilary Gilbert and Mohammed Khedr are currently funded by academic research grants. If that funding were to cease, Gilbert's involvement would revert to being voluntary. At the moment, in addition to the constant search for grants and possible endowment donors, the main remedy the foundation is exploring is setting up one or more social enterprises to produce enough of an income to support the community foundation's local operation.

In terms of capacity, while the community foundation has an active network of volunteers, it remains essentially a two-person outfit. To

One great factor in its favor, though, is that its key players are entirely committed to ensuring its sustainability. The community's situation makes it imperative that they find a solution.

scale up their work—for example to handle more than one externally funded grant program at a time—they would have to take on extra staff. This reliance on two key figures also gives rise to another problem. If either of them leaves, there is not yet enough of an institutional base or enough knowledge within the community of how the community foundation works for its present purpose, even its existence, to be guaranteed after their departure. For this reason, and as a matter of principle, the community foundation is keen to bring greater Bedouin ownership of the organization, which means some form of involvement in its governance, though this presents a challenge under current Egyptian legislation, where it can take up to five years to get approval for the appointment of new trustees. (At the moment, there are five trustees, Faraj Mahmoud, who is Bedouin; two Egyptians, and two from the UK.)

Overall, the community foundation has had and appears capable of having, in the future, a big influence on the local community, including but also beyond the material level. It is helping to produce a more conducive environment for community self-reliance, one in which the social capital and political will generated allow the community to run itself and to give its people more say in how they live their lives. The difficulties under which the organization operates, however, raise questions about its continued ability to fulfil this function. One great factor in its favor, though, is that its key players are entirely committed to ensuring its sustainability. The community's situation makes it imperative that they find a solution.

Helping Citizens Fight The Odds

Fundación Comunitaria de la Frontera Norte

CIUDAD JUÁREZ, MEXICO

A COMMUNITY PHILANTHROPY CASE STUDY

What's not so common is the focus of that work: supporting organizations and projects that help to provide alternatives for young people to the city's drug cartels and gangs.

Founded in 2002 by 18 local philanthropists in Ciudad Juárez, the Fundación Comunitaria de la Frontera Norte promotes the improvement of the community through philanthropy and the support of civic initiatives. It has a role common to most community foundations: to serve as a platform for change in the community by bringing together the representatives of various elements of the community and providing a neutral space in which they can talk and attempt to resolve their differences. What's not so common is the focus of that work: supporting organizations and projects that help to provide alternatives for young people to the city's drug cartels and gangs.

Ciudad Juárez lies on the border with Texas, opposite El Paso. With a population of 1.3 million people, the city is a major point of entry to the United States and a transportation hub for all of central northern Mexico. It is also an industrial center, with over 300 maquiladoras (assembly plants) having been built around its edges. While these have created employment, they have put pressure on the city's services and infrastructure. Juárez's notoriety, however, rests mainly on its reputation as a center of drug trafficking and associated violence and on the unsolved murders of more than 1,000 young women from 1993 to 2003.

Compounding the local situation is a fluctuating population. While the new industries have drawn migrants from Central Mexico, much of the city center is abandoned, with weeds growing in car parks and businesses boarded up. The community foundation is located in a building that used to be a factory. An article in the UK newspaper *The Guardian* in September 2010 reported that "About 10,670 businesses—40% of the total—have shut. A study by the city's university found that 116,000 houses have been abandoned and 230,000 people have left."

The rule of law appears to have broken down, with the constituted authority ineffective in dealing with the drug cartels. Under these conditions, civil society is both badly needed and severely tested.

TAKING ON THE SHARP END OF URGENT PROBLEMS

Composed of the 18 founding members, the foundation's board sets the work plan, adjudicates grants and funds the costs of the foundation's operation. There are four paid staff, including an executive director. The foundation's board has been and continues to be a great asset. In addition to providing access to the local business community, board members have been significant donors to the foundation, contributing start-up funds and money for the foundation's endowment.

In addition to making grants, the foundation mobilizes community resources, both material and non material, provides advice to donors, administers funds on behalf of donors, and promotes community leadership. Beyond those activities, and like most other community foundations, it also wants to change the local culture of giving. As former executive director and now board member, Karen Yarza, notes, "We want to support our non profits with both financial and organizational resources, but also we want to educate our donors," leading them away from traditional charity toward more effective social investment in the community.

This case is part of a series produced for the Global Alliance for Community Philanthropy. It was researched and written by Barry Knight and Andrew Milner, CENTRIS; edited by Sedway Associates; designed by Bluesoup Design; and supported by the C.S. Mott Foundation. 2013. For more information on the Alliance, please contact Jenny Hodgson at jenny@globalfundcf.org and go to www.globalfundcommunityfoundations.org.

There is a strong tradition of philanthropy in Mexico, but two things make it difficult for the community foundation to tap into that tradition.

At the sharp end of the city's most urgent problems, young people are the main emphasis of the foundation's programs. Young people constitute the majority of the city's population and youth unemployment is high, making them easy prey for gangs and drug cartels. The foundation's Youth in Philanthropy program is designed to help participants develop leadership skills and learn how to identify community assets and develop projects that will benefit others.

The foundation also has a local orchestrating role in the A *Ganar* (To Win) project, which uses football and other team sports to help young people between 16 and 24 gain the skills for work or re-entry into the education system. The project involves an alliance with Partners of the Americas and has allowed young people to take part in the World Summit for Youth Volunteering in Colombia.

In the last few years, an ambitious initiative, the *Pacto por Juárez* (Pact for Juárez), has arisen as a means of reviving the social and economic life of Ciudad Juárez. An alliance of community groups, its central objective is to establish means and standards of collaboration between the different political, social, and economic actors in the city to support its development. As part of this, the effort also aims to strengthen the links within the community and to encourage the involvement of all citizens in the city's development, recognizing that, as some organizers put it, "if we don't do it ourselves, nobody will do it for us."

As supporters of the *Pacto*, this is clearly a significant point of entry for the foundation, with its convening role and its ability to bring different sets of people and resources together. If it succeeded in becoming a major force on the local scene and a significant voice in the shaping of local affairs, this would clearly be an important step forward for the purposes of the foundation, no matter what kind of hand they had had in achieving it—and the resulting cohesion of civil society would be a springboard for its further development.

CHALLENGES EXTERNAL AND INTERNAL

The foundation's main challenge is not far to seek. It lies in the crisis of order and civic confidence precipitated by the violence and contempt for law of both the gangs and, at times, the law enforcement agencies themselves. While these are circumstances that would make any community endeavor extremely difficult, one should take care not to overstate the difficulties. On the face of it, normal social and civil life seems impossible, but one member of a deputation from the Northern Ireland Community foundation who visited in 2010 remarked on "the physical normality of the city" and observed how "the abnormal situation becomes normalized in extreme circumstances, in order to enable people to continue to live their lives and to survive."

Meantime, the foundation's own future needs to be secured. There is a strong tradition of philanthropy in Mexico, but two things make it difficult for the community foundation to tap into that tradition. First, much Mexican giving is done to or through the Catholic church and there is not much notion of giving to secular organizations for social change. Second, where giving is not faith-based, people prefer to give directly rather than through institutions, a common stumbling block to the development of community foundations. For example, according to a foundation document from 2011, 79 percent of Mexicans prefer to give

Foundations are a relatively new phenomenon in the country and community foundations are only slowly making headway.

charity or a grant directly to the person in need, and only 6 percent express a preference for giving through an institution. Both of these things are compounded by Mexicans' distrust of institutions in a country where corruption is widespread and the culture is still emerging from 70 years of authoritarian rule, which ended in the 1990s. Foundations are a relatively new phenomenon in the country and community foundations are only slowly making headway. Funding, especially unrestricted funding, is very hard to come by.

The foundation still depends heavily on external funding. Fifty percent of its funding comes from international donors, 40 percent from business (both national and international) and only 10 percent from individuals.

The foundation's existing donors are tending to reduce their commitments, too, something that is largely due to the local situation. On the one hand, they are being forced to spend more heavily on security for premises and operation. On the other, their profits are smaller. Internally, too, the foundation is struggling with limited capacity. Aside from the business commitments, almost all of the board members are more actively involved in other non profit organizations.

Meantime, however, an endowment fund has been started with the aid of a challenge grant from the Inter-American Foundation in 2004, matched by local donors mostly board members, and a local corporate foundation. As of 2011, the fund stood at $152,000.

A NETWORK OF EXTERNAL SUPPORT

The organization continues to depend heavily on external funding without, however, any apparent significant damage to either its mission or to the way it is perceived in its own community.

The foundation is an active participant in national and regional networks of community philanthropy organizations. It is involved, for instance, in *Comunalia*, a network of Mexican community foundations, and the US-Mexico Border Philanthropy Partnership, which have enabled contact with other community foundations and crucial sharing of information and advice.

It also has what it describes as a close relationship with Community Foundations of Canada, especially with the person in charge of its youth programs, and has been involved in many international exchanges and conferences, including events organized by Synergos, the Transatlantic Community Foundation Network, the Global Fund for Community Foundations, and Foundations for Peace.

With this support, and despite all the challenges of Ciudad Juárez, institutions like Fundación Communitaria de Frontera Norte show that community philanthropy can flourish in the most difficult of human predicaments.

Restoring Trust in Civil Society

Healthy City Community Foundation

BANSKÁ BYSTRICA, SLOVAKIA

A COMMUNITY PHILANTHROPY CASE STUDY

Years of distrust of authority on one side and suppression of civic initiative on the other have produced a community that is "historically passive."

In Banská Bystrica, the third largest city in Slovakia, conditions might not be called ideal for a community foundation. Since the turn of the century, the economy has been hit hard, leading to current unemployment rates of 18 percent across the region. The administrative center of its region, the city was, for many years, a bastion of Communist influence. While the current ruling party is not Communist, certain old habits of thought and behavior have lingered, including a reluctance to include citizens in local decision-making. Years of distrust of authority on one side and suppression of civic initiative on the other have produced a community that is "historically passive," according to Beata Hirt.

Hirt is the executive director of the Healthy City Community Foundation. Against these odds, her community foundation has taken root. Donors are engaging. There is a steady pool of volunteers. Local people are involved through the foundation's grantmaking committee and advisory boards that address various local concerns. A Youth Bank program helps it engage younger people.

The community foundation grew out of the World Health Organization's Healthy Cities project and kept the name. The organization emerged more or less in its present form in 1994, when the city government joined the foundation, contributing money along with two city councilors as board members. Its work since then needs to be considered against the background of a community in which civic participation has been undermined by the apathy that tends to go hand-in-hand with an overbearing regime. The foundation "has demonstrated to local citizens," Hirt wrote more than a decade ago in *Alliance Magazine*, using words she says still hold true today, "that they have enough energy and capability to solve their problems by themselves."

SUCCESSES ON THE STREET

One success has been with the local Roma population. Roma issues remain difficult to work on and almost impossible to get funding for, but small grants from the foundation have led to the creation of a number of registered local Roma organizations. Through those organizations, young Roma leaders now represent that community's interests, where previously they had no role.

The foundation has also worked with street children. This work began with a group of people from a local church who wanted to help street children. Through a grant from the foundation, they discovered a wider role for themselves in tackling poverty in families, and the initiative has successfully become institutionalized in the form of a local NGO.

The foundation has made the successful transition from externally supported organizations to one that now draws resources from a pool of local donors. Those donors are drawn in through annual meetings between potential donors and grantees who tell their stories—meetings considered one of the foundation's greatest successes. The foundation has a modest endowment of €740,000, the interest on which funds some administrative costs. This is mainly the result of grants from the city, from a Slovak foundation, Nadácia Ekopolis, and from Rockefeller Brothers Fund as part of its exit

This case is part of a series produced for the Global Alliance for Community Philanthropy. It was researched and written by Barry Knight and Andrew Milner, CENTRIS; edited by Sedway Associates; designed by Bluesoup Design; and supported by the C.S. Mott Foundation. 2013. For more information on the Alliance, please contact Jenny Hodgson at jenny@globalfundcf.org and go to www.globalfundcommunityfoundations.org.

Experience with external support has generally been good, but important differences in the nature of that support have emerged.

strategy from the region. While the foundation is able to raise money locally, nonetheless, it remains extremely difficult, especially in the wake of the financial crisis.

CHALLENGES FOR THE ORGANIZATION

Although finance remains challenging for the foundation, there is a sufficiently large donor pool to fund modest grantmaking. Grant size, however, is not simply a function of resources; it is also a matter of policy. Grants are small to support grassroots initiatives that would be unlikely to get funding from elsewhere. The average grant size is around €700, and some 25-30 such grants are made every year. The foundation also administers some grants from companies, but since their focus is local and the number of local companies is small, these are few.

A second difficulty is that of capacity. There are only two full-time staff members, which limits what the foundation can do and forces them to wrestle with an ever-present gap between what the foundation is able to achieve and the scale of the problems confronting local communities. That gap is compounded by the fact that—although this is not just a problem for the foundation—issues like Roma inclusion and the rights of lesbian and gay communities are difficult to attract funding for.

Turning to governance, while the presence of local government officials on the board was useful in establishing the foundation in the first place, their continued participation is not always helpful. Even though one member is normally drawn from the left-wing party and one from the right, which helps guard against accusations of political bias, the intrusion of political affairs into the running of the foundation often requires a difficult balancing act between the agendas of competing political parties. There is also the sense that the foundation is being "policed" though this has not fettered its views and activities. In fact, the city government often reproaches the foundation for being "against everything it does." On the other hand, the local government representatives can turn into very effective advocates for the foundation. Beata Hirt recalls that at a meeting with the mayor, some five years ago, one of the representatives said that he had joined the foundation board "out of curiosity and out of suspicion," but his experience had shown him that it was a transparent organization.

Experience with external support has generally been good, but important differences in the nature of that support have emerged. Beata Hirt contrasts the support she received from U.S. foundations, notably the C.S. Mott Foundation and Rockefeller Brothers Fund, with some later funding from the European Union administered by the National Governmental Agency Social Development Fund. In the first case, grants had been made on the basis of visits by foundation staff that provided first-hand knowledge of the local context and built trust with local players. Grants were for general support together with advice and technical assistance. In the second case, the experience was much less satisfactory. The funds were granted on much more restrictive terms and were accompanied by extremely burdensome reporting requirements.

ROOTED AND VALUABLE

The Healthy City Community Foundation has become embedded in the local civic landscape. It has a pool of local donors and it has the basis of an endowment. It has survived the withdrawal of most of its foreign funding, though it still has some limited access to funding through a regional

The foundation has developed a new framework for local people to act together to improve the conditions under which they live.

program for community foundations administered by the Academy for the Development of Philanthropy in Poland. It has yet to undergo a change of leadership, always a vulnerable point, though Beata Hirt has no doubts about its ability to make a successful transition. Although the legacy of a command-and-control form of government means that civic initiatives of the kind that Healthy City Foundation supports are still viewed with suspicion, the foundation has also gained a measure of acceptance, as well as financial support, from the local authority.

While the larger, economic problems of the city might exceed its grasp, the foundation has developed a new framework for local people to act together to improve the conditions under which they live.

Strengthening Local NGOs

Instituto Comunitário
Grande Florianópolis
FLORIANÓPOLIS, BRAZIL

A COMMUNITY PHILANTHROPY CASE STUDY

"Twenty years ago, life used to be very calm, but now we are starting to have the same sort of problems Rio de Janeiro had, and our role as civil society is to try to stop that."

On the face of it, Florianópolis seems as though it doesn't need a community foundation. It is a relatively affluent area whose economy runs on tourism (the city has 42 beaches) and information technology. It is a state capital with a very high score on the Human Development Index. Midway through the last decade, it was nominated by Brazilian magazine *Veja* as "the best place to live in Brazil."

This image belies the city's problems—and in a sense contributes to them. Though affluent, the city possesses social inequalities common to other large Brazilian cities and its reputation has led to a rapidly rising population, more than the city's job market can absorb. According to Lúcia Dellagnelo, ICom's first executive director and now a board member, the number of shantytowns has doubled in the last ten years, with crime rates and the incidence of drug abuse also rising. "Twenty years ago, life used to be very calm, but now we are starting to have the same sort of problems Rio de Janeiro had, and our role as civil society is to try to stop that."

A SOURCE OF INFORMATION AND KNOWLEDGE

ICom organizes its work around three main lines of activity: gathering of information and knowledge about social sector and the community, strengthening and supporting NGOs, and providing services and support for donors.

"Step-by-step, we are becoming a source of information and knowledge about the community and those that work in the community," says Dellagnelo. ICom's first act as such, a source was a mapping exercise of the local NGO sector (more will be said about this below) which revealed a host of small NGOs many of them fighting for the same resources.

As a complement to its mapping of the NGO sector, it also runs a "Vital Signs" project to take the temperature of the community, an idea which it took from the original Community Foundations of Canada concept[1]. It also runs *projeto fortalecer* to provide technical and financial support to local NGOs. In terms of donor support, it manages individual funds and pooled funds and convenes an annual donor information day. In all of these areas, it has enjoyed a notable degree of success.

The community foundation makes special efforts to strengthen the local NGO sector. It produces and disseminates information on the social sector and on community needs, provides technical and financial assistance to NGOs, and offers guidance and learning opportunities for donors and would-be donors. Though it wouldn't use the term, it has deliberately positioned itself as a support organization.

One sign of ICom's success, according to Dellagnelo, is the positive reputation it has built for itself among a range of local stakeholders. It has become effectively the

[1] The Vital Signs project is an annual check-up conducted by community foundations to measure the vitality of communities across Canada. It gathers and publishes data on significant social and economic trends, such as safety, employment, income distribution and health, and assigns grades in areas critical to quality of life. For more information, see www.vitalsignscanada.ca/en/home.

This case is part of a series produced for the Global Alliance for Community Philanthropy. It was researched and written by Barry Knight and Andrew Milner, CENTRIS; edited by Sedway Associates; designed by Bluesoup Design; and supported by the C.S. Mott Foundation. 2013. For more information on the Alliance, please contact Jenny Hodgson at jenny@globalfundcf.org and go to www.globalfundcommunityfoundations.org.

There was further difficulty beyond fundraising, one which has still not been entirely overcome: the concept of a community foundation had been virtually unknown in Brazil when ICom was getting started.

first port of call for local NGOs, foundations and donors seeking advice, and support. It's known, she says, as "an organization that is willing to help other organizations to develop."

EARLY STAGES, INITIAL CHALLENGES

ICom began its first operational activity—mapping the local social sector—with no money and no paid staff. The founders decided that, rather than a precursor, "fundraising should come as a consequence of the work we were proposing to do."

The results of this mapping exercise were striking. More than 1,000 local NGOs were identified, many of them virtually unknown even within the city. ICom's work quickly attracted attention from foundations and companies interested in working with these NGOs. As a result, its first money came from a local company that wanted to help it publish the results of the mapping exercise. Early supporters were the AVINA Foundation (with a grant of $35,000) and the Kellogg Foundation (with a grant of $145,000). Office space was donated by one of the local universities.

There was further difficulty beyond fundraising, one which has still not been entirely overcome: the concept of a community foundation had been virtually unknown in Brazil when ICom was getting started. Even in the places where it *was* known, the prevailing view was that it wouldn't work in a country with no tradition of donating to secular institutions. Indeed, there was only one other community foundation in Brazil at the time, and it was struggling.

As Lúcia Dellagnelo observes, the first question people often ask is "if community foundations are so good, why aren't there more of them in Brazil?" It's not an easy question to answer, she says. Even among those who were familiar with the idea, ICom's standing as a community foundation was the subject of some uncertainty, because it doesn't have much in the way of endowment, and it operates more as support organization than as direct funder of community groups. In this respect, ICom needs to continually establish and reaffirm its identity with its constituency.

The key to overcoming this resistance was to get people involved who had already been working in community development for a long time, as well as to use the mapping exercise to introduce the notion of the community foundation to NGOs. Even though they didn't fully understand the concept, "they began to see it made sense," says Dellagnelo. "Instead of working alone, they now had an intermediary organization to support them."

While its beginning funds were modest, ICom had other assets to bring to bear, including the experience and contacts of its founders, all of whom were local and working in Florianópolis' social sector at the time. They were able to put together a board whose membership gave them access to the NGO sector, the business community, and wealthy families in the area. This was something unique for Florianópolis and helped to fortify ICom's emerging role as a mediating organization. "The power of mobilizing different sectors of the community is one of our main assets," Dellagnelo says.

From the beginning with only one staff member who was a volunteer—Lucia herself—ICom has grown to 15 employees. Through its work on the Vital Signs project, the NGO mapping exercise, and its ongoing strengthening of local NGOs, it has become a trusted intermediary in the

We look and think: "What can be done that our community needs and nobody's doing?"

community and a habitual, almost automatic, recourse for those wanting information about the social sector.

Indeed, it is sufficiently mature that it has successfully undergone a voluntary change of leadership. Dellagnelo, who had been the executive director since the beginning, stepped aside in 2011. She and the board felt ICom was becoming "too centered around my personality and connections," she says. While she acknowledges that the transition was "a risk and a test of identity," she felt that the organization was mature enough to change and, for the sake of its long-term health, needed to. She remains president of the board.

ASSETS AND ACHIEVEMENTS

Its headline achievement is that ICOM is a thriving community foundation despite Brazil's sparse culture of giving. More specifically, the foundation can point to gains in a number of areas.

The first is building the community's capacity. After mapping local community-based organizations, the foundation raised $555,000 in donations to strengthen 200 of them, using the funds for training, technical assistance, and leadership development.

The second gain is the coalition it has built to promote citizen engagement in public administration. This effort involves working with local government to establish goals for the public administration to deal with the city's most important challenges. Around 70 community-based organizations use an online platform at www.portaltransparencia.org.br, which provides management tools to NGOs and social investment opportunities to donors.

The third is to help promote and lead a conversation on what "social good" means in Brazil. The effort, called "+Social Good," uses technology and social media to promote innovation and change. Its Facebook page now has 16,000 followers.

The fourth gain has been its support for some ambitious local efforts in the labor market. For example, the foundation has provided technical support to 34 youth-led enterprises involving 350 young people, benefiting 15 communities that serve a population of 8,000 people. It has also given technical support to a program on recyclables that benefited 1,160 people and raised their income by an average of 40 percent.

In undertaking these activities, ICOM has applied a particular philosophy: rather than building the organization, the desire is to build the community. "Our role is to identify the real needs of community," Lúcia Dellagnelo says. 'We don't do things that other people are already doing. We look and think: "What can be done that our community needs and nobody's doing?"

This philosophy was evident when a local priest, who has worked in the city's poorer communities for 40 years or so, came to ICom for advice and support. He had wanted to change the way he worked and to establish a foundation, and ICom responded by helping him raise over $1 million for Florianópolis' first-ever endowment. What made this assistance so striking was its altruism: ICom is also trying to raise its own endowment.

A STEADY CLIMB

As noted, ICom's first grants came on the back of the mapping exercise. This initial funding enabled the organization to take on bigger projects, including a Community Social

Given ICom's emphasis on building NGO capacity, the results of donor investments can be harder to appreciate than the more tangible effects of traditional charitable giving.

Investment Fund that raised money from six different local funders to support a program on youth social entrepreneurship. While their ultimate aim is to have only local funds, ICom still relies to an extent on money from national and international foundations. To sow the seed with the coming generation, they are working with young people, developing an online game that involves mobilizing resources from the community.

A breakthrough in securing local funding came with setting up the Community Reconstruction Fund, established following flooding in the area in 2008. The Fund invested in reconstruction of homes and NGOs and developed a plan for disaster prevention. This effort included a volunteer database and partnerships with the Civil Defense and other agencies to mobilize and train community members in disaster response. It also marked the first time that ICom was able to raise money from individuals. Relationships with some of these donors have been maintained and they continue to donate.

Another critical moment came when a group of local individuals was persuaded to fund the operating costs of ICom over the course of a year. Core funding is a constant bugbear of non profits in general, and this funding relieved the burden of constant searching for ways to pay overhead.

Encouraging local donations remains a challenge, however. Florianópolis is a small city with few big companies or foundations. Because ICom has good relations with national foundations, it's sometimes easier to raise money from them. Some of the donors they have engaged have been with them for years. But attracting new donors can be a challenge. Given ICom's emphasis on building NGO capacity, the results of donor investments can be harder to appreciate than the more tangible effects of traditional charitable giving. "ICom has supported 20 NGOs," the response sometimes goes, "but did it feed any children?"

ICom engages with the local public sector parters, but for the sake of their identity as an intermediary, it keeps what Lúcia Dellagnelo calls a "safe distance" from government as well as the corporate sector. In particular, it won't work with public money. Partly this has to do with preserving independence, partly with not wanting to compete with local NGOs that often depend on public funds. Relations with the local government can be occasionally stormy, especially when the Vital Signs reports appear. Though representatives from the municipality are invited to attend meetings about the project, it's often a tense time, since the findings often highlight things the municipality would rather draw a veil over.

THE OUTLOOK

In thinking about ICom's future success, Dellagnelo envisions a stronger social sector in the city, one that is more organized and better able to establish a productive dialogue with government and with business. She would also like to see more corporate and individual donations to ICom and more corporate foundations investing in the community through ICom.

What would constitute failure? The main answer is failing to attract local donations and having to still rely on external funding. Not having an endowment also continues to be a challenge. (Lucia speaks with a kind of good-natured ruefulness about the fact that ICom is still struggling with this though it was able to

Each community foundation, she believes, “Has a different history. It depends on the opportunities, the leadership you have, the political moment that you have.”

help the local priest raise $1 million). This is not just a matter of principle, but of longer-term stability. Because of contacts with external foundations, she and other members of her board are able to raise money relatively easy, but much of this depends on personal relationships, and it’s a state of affairs that can’t continue indefinitely.

The main issue she sees at the moment, though, is an internal one. While most want to continue to work with more traditional philanthropy, some younger staff members would like ICom to move more in the direction of social enterprise. This approach would involve engaging a different kind of constituency to support it. Pursuing both kinds of constituencies would require restructuring. Indeed, it’s a debate that involves reassessing the main goals of the organization.

THE ROLE OF INTERNATIONAL SUPPORT

A grant from the Global Fund for Community Foundations proved pivotal to the foundation’s work. Though it was a small amount—$15,000—its symbolic value was large. In effect, it constituted recognition by an international community foundation support organization that ICom was a legitimate and effective community foundation. More than anything else, this helped to reassure board members, many of whom remain uncertain about the community foundation concept.

Contact with international forums has often been useful, too, especially the exchanges with the Community Foundations of Canada (CFC) during the foundation’s beginnings. In addition to their help with Vital Signs work, CFC also influenced ICom’s overall strategy because they were, says Lúcia Dellagnelo “more focused on community impact and community engagement which for us made more sense.”

Ideally, what form would outside support take to best help a fledgling community foundation? Dellagnelo thinks it’s most useful for external funders to provide basic support for operating costs during the initial period while a community foundation concept is tested to see if it can flourish. But she also stresses that the approach their community foundation has used wouldn’t work in many places. Each community foundation, she believes, “Has a different history. It depends on the opportunities, the leadership you have, the political moment that you have.”

Ultimately, you have to have some roots and some connection with a community to start a community foundation with a reasonable chance of success, Dellagnelo advises. Without, for instance, the intimate knowledge of the social sector that ICom’s founders had, without the contacts in local university research departments who facilitated the initial mapping and other projects, ICom could hardly have made the progress it has. “I don’t believe that a major foundation can go to a community and say, ‘Let’s start a community foundation here.’ You need people and history in that community to be able to do that.”

That said, Dellagnelo thinks that ICom is steadily “proving to Brazil that community foundations can work here. Of course you have to adapt. You can’t simply take a U.S. or European model and transplant it, but the idea of getting people together and combining their resources can work.”

Rebuilding a Community

Tuzla Community Foundation

TUZLA, BOSNIA AND HERZEGOVINA

A COMMUNITY PHILANTHROPY CASE STUDY

"The foundation's operational programs and role in the community goes far beyond its grantmaking."

A former industrial city in northeastern Bosnia and Herzegovina, Tuzla still exhibits scars from that country's war in the 1990s. In May 1995, Serbian forces besieged the town and killed 71 people, including many Bosniak children and injured hundreds of others when they fired a shell at the city's central street and promenade. Following the war, some of the city's principal employers went out of business. In addition to the physical, emotional, and economic damage, the demographics of the community were markedly changed by the war. Serbs left the town and Bosnian Muslims arrived from other parts of Bosnia and Herzegovina, either voluntarily or because they had been forcibly displaced. Most were exiles, traumatized through having witnessed violence at first hand and having seen family members killed in the process. Many believed that their stay in Tuzla was temporary and that eventually they would go back to their former homes. This meant that Tuzla was a community of newcomers in which social cohesion had to be rebuilt under the most difficult of circumstances.

In the midst of these conditions, the Tuzla Community Foundation was founded in February 2003 as part of post-war efforts to rebuild. A number of local community initiatives were already underway, and there was some international interest in these, notably from the Freudenberg Foundation and the Youth Empowerment and Participation Programme (YEPP). The community foundation supported these initiatives, gave legitimacy to the efforts, and enabled local growth to be well planned.

"FAR BEYOND ITS GRANTMAKING"

The main task for the Tuzla Community Foundation has been rebuilding city neighborhoods, starting with the suburb of Simin Han, and the effort has required the organization to play many roles. As Walter Veirs of the C. S. Mott Foundation, a long-time supporter of the community foundation, puts it, "the foundation's operational programs and role in the community goes far beyond its grantmaking." That grantmaking has been limited by a few locally available financial resources to support it, so the foundation has made a virtue out of necessity through successful efforts to convene people and build trust between them.

The foundation has been an honest broker, creating space for groups to operate and cooperate. It has worked with the local business community and with the municipal government, two key constituencies when it comes to resources. It has succeeded in establishing itself as an important player in the eyes of the municipal government, working in partnership and regranting some local government funding.

A defining moment in its existence was mobilizing community resources to renovate the community center in Simin Han in which the community foundation was for a long time housed, and which provided a place where formal and informal groups could meet. The importance of bringing people together to build this central space was considerable in a community that needs to reinvent itself through common endeavors.

This case is part of a series produced for the Global Alliance for Community Philanthropy. It was researched and written by Barry Knight and Andrew Milner, CENTRIS; edited by Sedway Associates; designed by Bluesoup Design; and supported by the C.S. Mott Foundation. 2013. For more information on the Alliance, please contact Jenny Hodgson at jenny@globalfundcf.org and go to www.globalfundcommunityfoundations.org.

Its community knowledge and staying power, as well as the transparency of its finances, have helped build a reputation for trustworthiness.

DEEPENING ROOTS

In the case of Tuzla, the community foundation was not an alien graft planted in inhospitable soil. It grew naturally out of the civic initiatives that were already operating and in turn has acted as a platform for them. The fact that it was rooted in local action gave it a greater chance at success over much that was happening in Bosnia and Herzegovina. After the war, as Jasna Jašarević, the Foundation's executive director, puts it, "Many people would say here that NGOs grew like mushrooms after rain". As donor money flooded in, organizations were set up to spend it. Few were seen as genuine civic initiatives, however, and were instead viewed suspiciously as external ideas and as spending someone else's money on things that weren't for the community.

The foundation's endurance has also helped. The community foundation has been around for some time now, and it has maintained continuity in its mission and activities. Jašarević recalls that, at a public meeting at which a number of NGOs were present, one local government official said, "You are among the ten organizations that really works well and that knows what it wants to do in the community." The applause that greeted this remark is testimony to the presence it has established for itself in Tuzla. Its community knowledge and staying power, as well as the transparency of its finances, have helped build a reputation for trustworthiness.

Local leaders have been critical. Conspicuous here is the headmaster of the local school in Simin Han, who was very active in trying to turn the school into a community resource; Monika Kleck, who was a manager in the Freudenberg Foundation office in Tuzla; and Jasna Jašarević herself, who initially worked as YEPP assistant for the Freudenberg Foundation before becoming executive director. The commitment and clout of these and other leaders ensured that the community foundation had sufficient legs to carry it through the difficult early stages.

CONTAGIOUS SUCCESS

The Tuzla Community Foundation has evolved from a community initiative focused on the Simin Han suburb to being a truly municipal-level community foundation. From mobilizing people to act together in Simin Han, the foundation's reputation has spread, and groups from other areas have come to them for help and advice. Other communities in Tuzla are now doing similar things—renovating community centers, giving support to civic initiatives and generally trying to foster social cohesion through community activity.

The community foundation has been particularly adept at involving young people. In general, there are few opportunities for young people in Bosnia and Herzegovina. YEPP, a Europe-wide initiative supported by the C. S. Mott and Freudenberg foundations, involved the community foundation and Simin Han neighborhood as one of its sites. There are reserved places on its board for young people; a Youth Bank grantmaking program run by and for young people, and a leadership program called Smile for Smile, which engages more than 200 young people every year and from which young leaders have emerged.

Another success has been the good relationship with the municipality, which supports the community center in Simin Han and provides the foundation with local funds to regrant to community initiatives. This is a clear acknowledgement by the municipal leaders that they consider the community foundation a valuable and effective partner.

In the community generally, there is a lack of understanding and appreciation of what a community foundation is and, most important, what it has the potential to do.

The community foundation has a fairly active board of trustees. The board has a rotating membership that creates a tie to community and, crucially, involves young people. It has continued to work with local schools and strengthened them as community assets.

While there is little the community foundation can do to affect the local economy on a large scale, it can help young people in Tuzla at least have access to the types of skills they could use in jobs. In the future, thinks Walter Veirs, as the foundation's institutional capacity continues to grow, the foundation will most likely do more with youth employment and youth entrepreneurship. He sees the foundation as a "strong organization that has tons of potential to do more and continue to play a bigger role in the community."

CHALLENGES ON THE HORIZON

Despite the success, there are still potential challenges for the Tuzla Community Foundation. In the community generally, there is a lack of understanding and appreciation of what a community foundation is and, most important, what it has the potential to do. The local donor base is slender and giving small amounts of money to an organization with significant foreign funding can seem counterintuitive to some. As already noted, the relationship with the municipality, currently a source of strength, could, under certain circumstances, become a source of weakness, because the government support can be interpreted as a measure of obedience and backing for the leading political party.

Would the community foundation continue if Jasna Jašarević were to leave tomorrow? She has no doubts that it would, though Walter Veirs still confesses to anxieties about any transition of leadership. It would be difficult to replace Jasna, he believes. But every year, he points out, the institution gets stronger, in that it has closer ties to the community through its rotating board membership, its engagement of young people and its work with schools, encouraging them to develop themselves as community assets. As with many non profits in Bosnia and Herzegovina, Tuzla Community Foundation is still very much in its first generation, where the visionary leader is the key and what is needed is to develop a pool of people who share and can carry on the vision.

In some respects, Tuzla Community Foundation is not quite at the point of self-sustained growth. It still depends on external support from the C. S. Mott Foundation, the Freudenberg Foundation, The International Olof Palme Centre, and others. Local donors are not yet so convinced of the virtues of the organization as to put their money into it in reassuring quantity.

Probably the thorniest challenge the community foundation faces is the effort to plant the notion that the community foundation could be a model to drive change in the community. "We are not there yet," acknowledges Jašarević. But she sees signs that more people are becoming an advocate of the community foundation and its role in the community.