Community philanthropy:
The missing link between local communities and international development
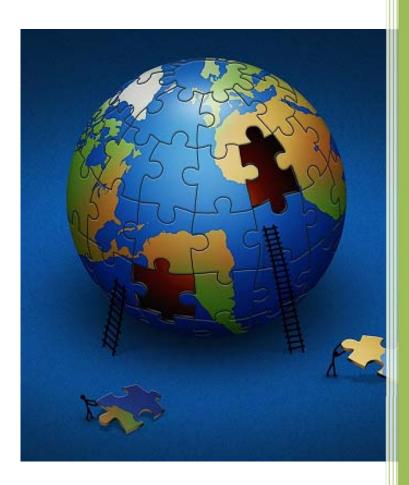
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Community philanthropy – the missing link between local communities and international development

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Abstract

This paper is based on the premise that local populations' engagement in development processes is a key factor to increase chances of long lasting success. In this context, we present collaboration with community philanthropy organizations as a viable strategy for international development organizations to engage civil society in the advancement and sustainability of development goals. This is done by presenting an overview of the development sector, as well as the added-value of community philanthropy. Then practical lessons and challenges are drawn from stories of different community philanthropy and international development organizations that have experience working together.

Preface

"Not everything that counts can be counted and not everything that can be counted counts." William Bruce Cameron. This rather simple statement unveils one of the key roles of a community: to identify its most pressing needs in a way outsiders cannot. Local populations can see beyond numbers or what may seem like common sense from the outside, and look into the core issues faced by communities. They can essentially identify what counts, feelings and perceptions often missed by numbers. The next step is to find a solution, preferably a sustainable, long-term one. And then if there is local ownership of a given solution it is more likely to be successful than if solutions are imposed from outside. After all, even if some help is needed, no one is better positioned than the affected population to know what could work to improve their lives.

This all may sound quite obvious. Nevertheless, a common criticism of international development aid agencies is their top-down approach. This means that local communities generally see these organizations as being detached from them and their needs – not listening to the real needs on the ground is a common criticism directed at international development. This creates a scenario in which good intentions end up paving a road leading to a process lacking accountability to the very people it should help, and this, in turn, can undermine the local organizations that could ensure its long-term success.

This research sets out to present community philanthropy as a viable option to address that problem – by strengthening and engaging communities, international development aid agencies could optimize their programs and address development issues through an inclusive and sustainable process. Real-life examples demonstrate what has worked and what has not, in an

attempt to start lining up a set of good practices for the proposed relationships to be as fruitful as possible to both sides in achieving common goals.

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1. Introduction

The idea of development is relatively new, dating back to the 1940s, and it has traditionally been connected to governments as donors – several developed and developing countries have an overseas cooperation and/or development aid agency – as well as to international organizations and non-governmental organizations (NGOs), which implement development projects[1]. An important step toward changing this "division of labor" dynamic was the recognition in the past decade of the importance of adding local civil society actors to the equation as an integral part of international development processes.[2] For instance, in 2010 the UN launched a new online directory of civil society organizations (CSOs) to facilitate their interaction.[3]

Donors and international organizations have also engaged with private foundations in different projects for years now, the Gavi Vaccine Alliance is a good example – the Bill and Melinda Gates Foundation provided the seed money to launch it, and partnered with the World Health Organization (WHO), the World Bank, The United Nations Children's Fund (UNICEF), other private actors and donor governments to help start and maintain it[4]. Even though there is a history of successful partnerships, these efforts to bridge the philanthropic and international development worlds have been done on an *ad hoc* basis, and as a student of international development in 2010 I was not presented with anything about philanthropy or its potential.

Nonetheless that mindset has started to change, and there is a growing movement to

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[1] We use the term "development aid agency" or "donors" to refer to government bodies, such as the United States Agency for International Development; "international organizations" refer to organizations such as the United Nations and the World Bank; and "international NGOs" refer to organizations such as Oxfam International. As a whole they will be referred to as "international development organizations".
[2] Osborne et al., Policy Engagement How Civil Society Can Be More Effective, 01.
[3] http://undesadspd.org/CivilSociety/tabid/62/news/42/Default.aspx.
[4] http://www.gavi.org/about/.

systematically engage philanthropy in development processes. When the financial crisis hit in 2008, one of the biggest victims was development aid. Giving by OECD (Organization for Economic Co-operation and Development) countries decreased in 2011 and 2012 and, even though it has recovered since then,[5] that has passed on the message that putting all the eggs in the foreign government aid basket is not a sustainable or reliable solution for development. Added to that, the advent of high profile foundations and individuals, mainly the Bill & Melinda Gates Foundation, has shown the world that private resources can play an increasingly large role in achieving sustainable and lasting development goals.

This change in scenario is generating a new debate in development and has been inspiring initiatives trying to understand it and find innovative solutions to old problems, involving private resources for social good. One of these initiatives is the Post-2015 Partnership Platform for Philanthropy, being carried out by the United Nations Development Program (UNDP), the Foundation Center, and a committee of foundations guided by Rockefeller Philanthropy Advisors (RPA). It aims to look beyond the 2015 deadline for the achievement of the UN Millennium Development Goals, and find ways in which foundations can help advance the future development agenda.[6]

The Guidelines for Effective Philanthropic Engagement (GEPEs) are a new tool to help the relationship between philanthropy and development by "fostering mutual recognition between philanthropic actors, governments and aid organizations…, as well as by drawing the contours of how best to work together…"[7] The project is led by OECD Global Network of Foundations Working for Development, in collaboration with the European Foundation Centre, STARS Foundation, UNDP, Worldwide Initiatives for Grantmakers Support (WINGS), and the Rockefeller Foundation;[8] Mexico is currently hosting the first pilot to apply the guidelines in practice.[9]

Another emblematic initiative is the Global Alliance for Community Philanthropy (GACP), which includes the Global Fund for Community Foundations (GFCF), the Aga Khan Foundation USA, Charles Stewart Mott Foundation, Rockefeller Brothers Fund and the United States Agency for International Development (USAID). One of its aims is specifically to advance the understanding of development actors on the potential of community philanthropy as a partner.[10] Community philanthropy organizations (CPOs) can act as the "missing link" between global

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[5] http://www.oecd.org/newsroom/aid-to-developing-countries-rebounds-in-2013-to-reach-an-all-time-high.htm
[6] http://www.undp.org/content/undp/en/home/presscenter/pressreleases/2014/11/20/undp-foundation-center-and-rpa-partner-with-leading-foundations-to-engage-philanthropic-sector-in-post-2015-global-development-process-/.
[7]OECD, *Guidelines for Effective Philanthropic Engagement*, 01.
[8] Wehbe, "The Global Partnership for Effective Development Cooperation."
[9] http://philanthropydata.wingsweb.org/2-guidelines-for-effective-philanthropic-engagement-gepes-mexico-country-pilot/.
[10] http://www.globalfundcommunityfoundations.org/about-the-gacp/.

development agendas and local interests. This is therefore the right time to produce more knowledge and on community philanthropy and the added-value it brings to the table.

Methodology and hypothesis

This research is based on the hypothesis that development aid agencies, international organizations and NGOs can work with CPOs to advance development goals. It aims at showing that community philanthropy is a valuable model to engage civil society in the development process. We look into community philanthropy as a whole, and also use real stories to identify challenges and opportunities for community philanthropy and international development organizations to work together collaboratively.

The design of the research is qualitative, using literature research, analysis of available data on community philanthropy and conversations with organizations to build a case for community philanthropy participation in international development. The first step was to draw on the available international development and community philanthropy literature to establish background information and examine why collaboration is feasible and desirable. Next, we "put a face" on the theory developed throughout the paper, showing the practice of community philanthropy. The stories represent the potential community philanthropy has to act as a local partner for international development organizations.

2. International development cooperation – potentials and pitfalls

"Poverty on a global scale was a discovery of the post-World War period."[11] This remark by Colombian scholar Arturo Escobar provides us with a now widely accepted timeframe for the history of international development as we know it today, at first focused on economic growth and then expanding to welfare.[12] The 1940s saw a number of changes that shaped how richer countries positioned themselves toward the rest of the world – the polarization between capitalism and communism, the rise of the United States (USA) as an undisputed world power, and new dynamics in the relationship between colonizers and colonized are among these changes.

The development idea was based on the assumption that a group of "underdeveloped" countries needed to reach a "developed" state, following western evolution and progress patterns, and that

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[11] Chari and Corbridge, *The Development Reader*, 132.
[12] The British government for instance replaced their Colonial Development Act for a Colonial Development and Welfare Act in 1939. Chari and Corbridge, *The Development Reader*, 55.

they could not do that by themselves; external help was needed. The World Bank has one of the earliest examples of development intervention. In 1949 it sent a mission to Colombia that later prescribed a program for the country covering areas from agriculture, industry and infrastructure, to monetary policy and foreign trade. The detailed needs and investment assessments, goals, timescales, and quantifiable targets will not look alien to the 21st century reader.[13]

Nevertheless, acceptance of the need to develop has never been unanimous. In 1910, Gandhi wrote a piece contesting the benefit of western modernization processes, in which he criticizes the fact that other forms of civilization, in this case India's, are overlooked or considered less worthy.[14] That is also the case for aid itself, which generates heated debates questioning its usefulness and whether it may only harm the people it is supposed to assist. Take two of the most prominent and influential development thinkers nowadays. On the one hand, Jeffrey Sachs makes the case for more aid, which would give countries on the "poverty trap" a push for development. On the other hand, William Easterly advocates for less aid and more free markets.

Who is right? Should we side with former US president Harry Truman and wish for a one-handed economist?[15] The answer might be quite unsettling for those looking for a simple solution: it depends. Abhijit Vinayak Banerjee and Esther Duflo, from the Massachusetts Institute of Technology, lead a network of professors around the world using randomized control trials to understand what works and what does not in poverty alleviation.[16] When data is used we can see that it is important to challenge common assumptions, understand people's decision-making processes, and recognize that context matters.

Consensus therefore is not very common in international development, but there is one thing that is coming close to it: the fact that development assistance needs to be an inclusive and participatory process. Local governments and civil society should an integral part of the strategy to tackle development issues. Two of the principles on the Paris Declaration on Aid Effectiveness (2005), a roadmap to improve the quality and effectiveness of aid endorsed by over 150 countries and international organizations, are ownership and alignment.[17] This means that recipient countries should set their strategies and donor countries align behind them using local systems (which should be strengthened in the process).[18]

Even though the Busan Partnership for Effective Development Cooperation (2011), a follow-up

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[13] World Bank, *Summary Vol. 1 of The basis of a development program for Colombia.*

[14] Chari and Corbridge, *The Development Reader*, 81-82.

[15] The quote shows the former president's frustration with economists' ambiguity: "Give me a one-handed economist! All my economists say, 'on the one hand...on the other'".

[16] Banerjee and Duflo, *Poor Economics: A Radical Rethinking of the Way to Fight Global Poverty,* 14.

[17] http://www.oecd.org/dac/effectiveness/parisdeclarationandaccraagendaforaction.htm.

[18] OECD, *The Paris Declaration on Aid Effectiveness and the Accra Agenda for Action,* 03-04.

document that builds and expands on the Paris Declaration, restructures the principles,[19] local ownership remains at the core. The indicators set in the Global Partnership for Effective Development Cooperation, a monitoring framework to track the progress made toward the commitments made in Busan,[20] are another good example of what development should look like. Indicators include civil society engagement, transparency and accountability, predictability[21] of funding, and whether aid is untied.[22] [23]

Those are very important steps toward a better relationship between donors and recipients, and toward more inclusion. The documents also put these issues in the spotlight and within the mainstream international development agenda; nevertheless practical achievements have been extremely slow. By 2011 only one of the thirteen targets set by the Paris Declaration had been achieved.[24] It is too early to evaluate the Busan results, but early findings show that a lot more work has to be done, especially on the strengthening and usage of local systems, transparency and predictability. Not surprisingly, civil society engagement was found hard to measure and very challenging.[25]

Such limitations do not go unnoticed by international development actors, including beneficiaries. Between 2005 and 2009 the Listening Project, conducted by the USA-based non-profit CDA Collaborative Learning Projects, spoke to nearly six thousand people in over twenty countries who had any participation in international assistance.[26] Their assessment of the challenges to achieving sustainable development is in line with the literature on the topic and with aid workers' frustrations.

I have heard in informal conversations with employees of development aid agencies that they face an enormous pressure to give a lot of money within specific timeframes, as well as painstaking bureaucracy. Projects with limited timeframes, generally between three to five years, or delivered piecemeal, and following schedules defined by outsiders limit the chances of long-term, sustainable development. Beneficiaries see that as too much money too fast, which in their view can be a waste of resources[27] and undermine chances for outsiders to understand local

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[19] Bena, *Busan in a Nutshell: What next for the Global Partnership for Effective Development Cooperation?*, 5.
[20] Global Partnership for Effective Development Co-operation, *Global Partnership Monitoring Framework – Key Findings.*
[21] If aid was provided within schedule and according to plans.
[22] "Tied aid describes official grants or loans that limit procurement to companies in the donor country or in a small group of countries." http://www.oecd.org/development/untyingaidtherighttochoose.htm.
[23] http://effectivecooperation.org/files/about-trackingprogress/INDICATORS.pdf
[24] Bena, *Busan in a Nutshell: What next for the Global Partnership for Effective Development Cooperation?*, 3.
[25] Global Partnership for Effective Development Co-operation, *Global Partnership Monitoring Framework – Key Findings.*
[26] http://www.cdacollaborative.org/programs/listening-program/
[27] Brown, Jean and Anderson, *Time to Listen: Hearing People on the Receiving End of International Aid*, 02.

realities[28], decreasing the chances of success. Moreover, overcomplicated processes to access resources and implement projects undermine local organizations, instead of strengthening them, and send the message that it is not worth it working with aid agencies.

The economist P.T. Bauer, dubbed "Lord Anti-Aid" by a British newspaper,[29] pointed out that one of the unintended consequences of foreign assistance is to generate dependency, lack of sustainability and to hinder the development of local institutions.[30] Quite surprisingly beneficiaries themselves see that as a problem and mention that "too much" or "too easy" feeds into dependency[31]. Dependency can be also linked to the "needs approach" used by aid agencies. Not assessing capacities, but instead focusing only on what people need may send the message that the more you need, the more you will get.[32]

The casualty of this process is participation. Dependency leads to local populations' disempowerment – expressions used by people on the Listening Project include that they "feel used" and that "someone else is in control". They are encouraged to participate, but have no control over projects designed and managed by outsiders.[33] I heard from an African government official who had been part of negotiations with western multi-lateral organizations that African countries were generally invited to join the table when documents were being signed. He felt that Africans were invited at the end of conversations only to legitimize processes of which they had not been part.

Participation was also one of the main concerns of a report launched in April 2014 by the Independent Commission for Aid impact (ICAI), a watchdog that reports to the British government. It found that the country's Department for International Development (DFID) does not learn from beneficiaries, from its local staff, who said that only give their opinion if asked, and from local partners delivering aid that, according to the report, "generally have far greater insight and learning about their programmes than does DFID".[34] Another missed opportunity highlighted by the report is the fact that, in spite of producing a lot of research, DFID does not seem to use it to improve its activities.[35] The conclusion was that "without this level of real learning, the task of scaling up, delivering in fragile environments and achieving lasting impact will be all the more difficult".[36]

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[28] Brown, Jean and Anderson, *Time to Listen: Hearing People on the Receiving End of International Aid*, 25.
[29] Chari and Corbridge, *The Development Reader*, 265.
[30] Chari and Corbridge, *The Development Reader*, 268.
[31] Brown, Jean and Anderson, *Time to Listen: Hearing People on the Receiving End of International Aid*, 21.
[32] Brown, Jean and Anderson, *Time to Listen: Hearing People on the Receiving End of International Aid*, 22.
[33] Brown, Jean and Anderson, *Time to Listen: Hearing People on the Receiving End of International Aid*, 21.
[34] Independent Commission for Aid Impact, *How DFID Learns – Report 34*, 25.
[35] Independent Commission for Aid Impact, *How DFID Learns – Report 34*, 01.
[36] Independent Commission for Aid Impact, *How DFID Learns – Report 34*, 25.

Finally, one thing generally missing from the international development discourse and action is trust. The ICAI reported that there is a culture within DFID whereby staff is encouraged to be positive in their reports and discouraged to discuss failures.[37] The Listening Project's participants criticized the lack of transparency and communication in international aid agencies projects, which "leads people to speculate about what is being hidden and why".[38] Added to that, there are the shifting priorities and lack of coherence in aid flows, which were found to be volatile, unpredictable and procyclical, characteristics that can even affect macroeconomic management.[39] The environment created by such attitudes and practices is hardly conducive to a relationship based on trust, where local communities have ownership of development processes. And the scenario presented throughout this chapter does not seem to foment efficient and sustainable development.

If that is the case, why should we not just write off aid completely? The answer comes from the beneficiaries, who still think international aid is good and appreciate the fact that it contributes to local development. Importantly, they do not want more aid, but smarter ways of doing it.[40] The role of international development organizations now is to listen and change, looking for different means to improve their efficiency, be truly inclusive and leave behind a sustainable legacy. The next chapters will present community philanthropy as a viable vehicle

to address some of the challenges faced by international aid agencies, which can help them increase effectiveness and provide an exit strategy.

3. Community philanthropy – the missing link

"What needs to be supported by outsiders is capacity building and strengthening of communities and local governments."[41] This statement, by a staff member of a local peace and development initiative in the Philippines, sums up the current perceived gap between local needs and international development assistance. It also embodies the opportunity community philanthropy provides to address this gap, as capacity building and community strengthening are at its core. The first step is to address what exactly community philanthropy is, what CPOs do and what their value added compared to local NGOs is.

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[37] Independent Commission for Aid Impact, *How DFID Learns – Report 34*, 09.
[38] Brown, Jean and Anderson, *Time to Listen: Hearing People on the Receiving End of International Aid*, 26.
[39] Bulir and Hamann, *Volatility of Development Aid: From the Frying Pan Into the Fire?*, 04.
[40] Brown, Jean and Anderson, *Time to Listen: Hearing People on the Receiving End of International Aid*, 02.
[41] Brown, Jean and Anderson, *Time to Listen: Hearing People on the Receiving End of International Aid*, 24.

Community philanthropy is defined in different ways, by different people and organizations. For this paper a more inclusive definition will be used, which follows a tendency in the field (particularly in recent years) to describe itself using a set of characteristics, instead of a one-size-fits-all definition. Broadly, we can say that community philanthropy is the act of using "local resources for local needs", and its characteristics include: grantmaking; accountability to local people; seeking local donations; building inclusion and trust in the community; having local people as leaders; serving donor needs; catalyzing community development; building an endowment; raising money for grantmaking annually; having a board reflective of community diversity; pursuing equity; acting as fiscal intermediary for the community; seeking a gender balance in the organization.[42]

Before moving forward, it is important to make two observations. The first is that not all CPOs have all the characteristics above, rather they are reflective of and a guide to their most common practices. The second is to make it clear that community philanthropy includes different types of grassroots organizations, giving circles for instance, but that the most popular and institutionalized kind of CPOs are community foundations.

Created 100 years ago in the United States, community foundations have been steadily growing worldwide since they started being systematically counted in 2000,[43] and there are currently over 1,800 organizations in more than 50 countries.[44] Even though most community foundations are located in North America and Western Europe, they can now be found in every region. The global growth of community philanthropy attests for one of its strengths – the ability to adapt. There is a widespread recognition that, even though the traditional North-American model cannot be copied, it can be adapted to local contexts, respecting local culture and diversity. In fact, there are more and more conversations about how experiences globally are shaping the concept.

That is helped by the fact that it is now quite common that CPOs from different countries exchange experiences – the relationship of Berks County Community Foundation (in Reading, Pennsylvania, U.S.) with Russian community foundations, or that of the Association of Community Relations in Romania with its British counterpart are examples of how organizations have been learning from each other and adapting good practices. International participants and speakers are now an integral part of large community philanthropy conferences, such as those held by the Council on Foundations and the Community Foundations of Canada, and a Global Summit on community philanthropy is being planned for 2016.

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[42] Ranked by community foundations based on the centrality of the activity to their work. http://communityfoundationatlas.org/facts.
[43] http://wings-community-foundation-report.com/gsr_2010/gsr_home/home.cfm.
[44] http://communityfoundationatlas.org/facts/.

Looking at some of the characteristics of community philanthropy aforementioned, the first one mentioned by CPOs worldwide was grantmaking. One of the key roles of a CPO is to provide funding for local organizations to carry out projects for the community. The act of grantmaking, as opposed to running their own programs, brings a level of empowerment to the community, encouraging self-reliance. Local grantmaking is important in building local capacity, as local NGOs and community projects will need to design, fundraise for and run programs. Most community foundations do provide training and capacity building for local organizations.[45]

Not only do CPOs give to the community, but also fundraise there, seeking local donations for grantmaking or for building an endowment. By raising local resources CPOs build on local assets to address local needs, encouraging, sometimes for the first time, institutionalized local giving. They therefore bring in an "assets-based approach", assessing and mobilizing local assets for community-driven development. CPOs are generally flexible in taking different kinds of donations (cash, real estate, or even cattle), and able to cater to different donors' needs.[46] This co-investment ensures that there is local buy-in, maximizing the chances of long-lasting success, and showing that the community trusts the organization – you would not give money to an organization you do not trust.

Trust is therefore at the center of the work and success (or failure) of a CPO, making trust building mechanisms an integral part of their work. By their nature, these organizations work mostly geographically close to the community, making it harder for it not to be accountable to their constituencies. Having local leaderships and a board that reflects the community are an integral part of CPOs' priorities, and are included in the activities that characterize them, as human capital is an essential aspect of trust building.

Listening to the community and ensuring participation is another aspect of trust building, which also generates ownership. The Brooklyn Community Foundation is a good example of how challenging, but also worthwhile, ensuring participation is. The organization spent time and resources to identify community leaders, visiting and talking to them, and then supporting convenings which included nearly one thousand residents, advocates and leaders. The result was a report in which the community itself identifies needs, and opportunities for change and collective action.[47]

This example shows that the value of community philanthropy goes beyond financial resources and the mandate of local NGOs, it includes being community leaders, generating community needs assessments, sharing learnings, and providing a place where different players, including NGO leaders, residents, government officials and international actors can meet and discuss

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[45] http://communityfoundationatlas.org/facts.

[46] Reynolds, *The Balancing Act: The Role of a Community Foundation as a Vehicle for Philanthropy*, 02.

[47] http://brooklyninsights.brooklyncommunityfoundation.org/process/.

community needs. Lucia Dellagnelo, founder and chair of the board of the Instituto Comunitário Grande Florianópolis (ICOM), in Brazil, mentioned that one the unique contributions of a community foundation in the city of Florianopolis was that before it existed there were almost no spaces for this kind of broad and inclusive dialogue that generates community engagement. Donors were also provided by ICOM with a broader view of the community's issues, having more information than previously to improve decision-making and choosing which causes to support.[48]

CPOs are by nature inclusive institutions embedded in local populations, understanding their needs, knowing their assets and capabilities, and engaging with different players. CPOs are in the community for the long-run, with a long-term view of the community development process. This puts them in a good position to partner with international aid agencies, and some of these in fact acknowledge the potential and value of community philanthropy as a vehicle for development. Moreover, As Jenny Hodgson, executive director of GFCF, points out: "Community foundations have the potential to play an important role in channeling and stewarding money in these new and slightly messier kinds of multi-donor, multi-stakeholder arrangements. Furthermore, by growing local philanthropy as well as acting as a channel for external resources, they can play an important role in connecting local interests and larger global agendas in ways that are more integrated."[49]

A study by USAID in 1999 includes community philanthropy as an approach to building sustainability, stating some of its benefits, such as enticing community interest in the role and activities of NGOs; engagement in different activities (some would see the lack of specialization of CPOs as a shortcoming, but it is one of their strengths to provide a global view of the community and its needs, not attached any specific causes); being a collection point for contributions; and providing sophisticated portfolio oversight and professional grants management.[50]

For years now organizations such as the World Bank, USAID, DFID and other bi-lateral or multi-lateral organizations have been promoting and funding community philanthropy. Nevertheless efforts are ad hoc and still a small fraction of what contributes to emerging CPOs. The Community Foundation Atlas' survey respondents rank bi-lateral and multi-lateral funding way behind philanthropic gifts as a contributive factor to their organizations' origins.[51] There is therefore a lot of potential for international development aid to use its resources to initiate and support CPOs as local partners that can increase effectiveness and promote sustainability. The examples in the

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[48] Informal conversation with Lucia Dellagnelo at the Council on Foundation Conference, October 2014.
[49] http://wingsweblog.wordpress.com/2014/09/18/jenny-hodgson-from-cold-bureaucracies-towards-people-centered-institutions/.
[50] Office of Democracy and Governance Within USAID's E&E Bureau, *Lessons in Implementation: The NGO Story Building Civil Society in Central and Eastern Europe And the New Independent States*, 35.
[51] Knight, *Dimensions of the Field*, 05.

next chapter show what we can learn from past and more recent experiences in developing a consistent strategy for partnerships between community philanthropy and international development organizations.

4. Community philanthropy and international development in practice

In the past 20 years there have been several instances when the international development and community philanthropy worlds met. There are cases where international development agencies provided funding to a community foundation, as they do to CSOs in general; where local organizations sought funding to start a community foundation; and where agencies were specifically looking at community philanthropy as a model to achieve sustainable, community-driven development. The Baltic – American Partnership Program in Latvia, for example, was a successful partnership between USAID and the Open Society Institute. Established in 1998 the program aimed at enhancing civic engagement in the country and one of its objectives was the "development of various models of community philanthropy".[52] The country now counts almost 10 community foundations and has a very active association to support these organizations.

Another example is the Inter-American Foundation (IAF,[53] which puts community-led development among its strategic goals, stating that "Supporting communities' own priorities improves their perception of the United States and provides the U.S. government with a direct link to civil societies in Latin America and the Caribbean."[54] This shows how donors' and communities' interests can be aligned and foster mutually-beneficial relationships. IAF has supported the growth of community philanthropy in Latin America for years now; it has a partnership with the C.S. Mott Foundation specifically for the development of community foundations in Mexico and is funding the first community foundation in Haiti. The organization was also a founding member of the U.S.-Mexico Border Philanthropy Partnership, an initiative that had matching grants[55] from private and community foundations, and that is now an independent membership organization that connects and supports philanthropy, especially community foundations, on both sides of the border.[56]

The following organizations and projects were chosen to exemplify the relationship between international development agencies or multilateral organizations and community philanthropy, as they represent the very distinct aspects and shapes interactions among different actors may take. The aim is to show how international development organizations and CPOs have already

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[52] Leat and Klapenkovs, *Case studies of organizations supporting community foundations: The Baltic-American Partnership Program (BAPP) – Latvia*, 02.
[53] An independent US government agency.
[54] http://www.iaf.gov/index.aspx?page=35.
[55] http://www.iaf.gov/index.aspx?page=941.
[56] http://borderpartnership.org/aboutus/history/.

been working together, and how valuable it is to make the most of this relationship. By looking at different scenarios and time periods we can see that there is not a "one-size-fits-all" or perfect approach, but different things that may work, or not, depending on where you are, who you are and who are the others involved.

In Serbia a local organization saw in its already established relationship with an aid agency the opportunity to get support to set up the first community foundation in the country, and the agency ended up including the increase of local philanthropy as a goal in their program. In Poland the interest of local actors to bring community philanthropy to the country resulted in a solid exit strategy for the aid agency. And finally, the World Bank, a multilateral organization, partnered with two foundations to test including community foundations in its community-driven development and social funds projects.

Step Forward Community Foundation in Serbia

In 2007, Serbian non-profit Zajecar Initiative, a resource center whose mission is to empower citizens, especially young people, to shape their communities according to their needs and in partnership with other stakeholders in order to improve their prospects in the Timok region and Serbia,[57] entered the philanthropic world through two re-granting programs. This was made possible by a partnership with the National Endowment for Democracy, a non-profit grantmaking organization that plays a complimentary role to the US government's efforts to promote democracy and which, although independent, relies on funding mainly from USAID.[58] The Zajecar Initiative also started working with the Institute for Sustainable Communities (ISC), another non-profit that implements USAID funded programs in Serbia, and these relationships were key to the creation of Serbia's first community foundation.

In the following years, the Zajecar Initiative began looking into community philanthropy as a strategy for community engagement and to leverage local resources, as it believed that through the establishment of a community foundation it could generate greater impact on both citizens and community in the Timok Region. The organization explored the issue with different individuals and organizations in Serbia, and in 2008 organized a conference called "The prospects of establishing a community foundation in Eastern Serbia" to discuss the viability of community philanthropy in the country with CSOs, foundations, the donor community and experts in this field. They found that a community foundation could be the answer to the issues of lack of trust

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[57] http://www.zainicijativa.org/index.php?option=com_content&task=view&id=14&Itemid=27.
[58] http://www.ned.org/about/faqs.

and connection of the non-profit sector with communities and civil society in general.

The project to create the first Serbian community foundation was presented to the ISC in 2011, as it was already a partner and funder of the Zajecar Initiative. Nevertheless the organization was unsure on whether it should fund the project, as it was out of its area of work, which focuses on advocacy. After a year of negotiation, the ISC provided a grant of around US$45,000 under its "Special Initiatives Grants" toward the creation of the Step Forward Community Foundation (SFCF). An important aspect in the negotiation, and to build a case for community philanthropy, was that there were no local sources of funding, hindering the sustainability of the non-profit sector.

The SFCF was established in February 2013, concentrating on the Timok Region and acting in five areas: resource development; donor service; grantmaking and program support; community leadership; and philanthropy development. An advisory council consisted of local residents and experts was created to help identify community priorities and needs for intervention. At first grantmaking is being done in cooperation with the Zajecar Initiative, but the goal is to gradually transfer the grantmaking role from the Initiative to SFCF. It is too early to see the community foundation impact, but, with the Initiative's support, it has already established a fund named after a Serbian singer, Zeljko Vasic, to support his philanthropic work; launched the fundraising campaign "Solidarity Shopping" selling products at music festivals designed in local workshops; and also supported relief efforts after the floods in May 2014.

In 2013 the Zajecar Initiative received a grant from USAID through the Civil Society Forward program, designed as a phase-out strategy to strengthen CSOs in Serbia. The Initiative was a pre-selected partner in this program, as the ISC wanted to put emphasis on community philanthropy in the proposal when applying to USAID. One of the program's stated goals is to improve "the quality and variety of philanthropic tools available to the CS (civil society) sector and its ability to deploy them for increased local philanthropy".[59] A key role of the Initiative in the program is to continue building the grantmaking and organizational capacities of SFCF.[60] [61]

Academy for the Development of Philanthropy in Poland

In 1995, USAID provided funding for the Democracy Network Project (DemNet) in Poland – a three-year project run by the Academy for Educational Development (AED), and aimed at

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[59] http://www.crnps.org.rs/wp-content/uploads/Job-Announcement-Partner-Manager.pdf.
[60] http://www.usaid.gov/news-information/press-releases/usaids-civil-society-forward-announces-partners-and-objectives.
[61] The information presented was gathered from print materials, websites and conversations with Danko Nikolic, one of the founders of the Zajecar Initiative.

developing "a new generation of sustainable public advocacy NGOs active in democracy, environment, social services, and enterprise development, and capable of participating in local governance".[62] Even though the project's implementation was hampered mainly by bureaucratic practices,[63] it was successful in strengthening local capacity.

From the beginning of the project USAID had a close relationship with the grant recipients – organizations implementing the project in different Eastern European countries were invited for meetings in New York to discuss strategies even before some agreements had been finalized, and they met again a year after the project started for assessment and evaluation.[64] That kind of relationship strengthened the partnership, and half-way through the project, with support from its local staff, AED presented USAID with the idea of introducing community philanthropy in Poland.

The first step was to co-organize with local and international actors three conferences between 1997 and 1998 to introduce the topic. These generated enough interest for a feasibility study to be conducted, which was co-funded by two foundations and evaluated local capacity in four communities. Thirty community leaders were then identified to be part of an 18-day training program on community foundations; community leadership and grantmaking; marketing and fundraising; and legal and accounting issues. After the program participants went on week-long visits to the USA and Great Britain to learn about the community foundation model, and drafted actions plans for establishing community foundations in their communities. Publications on endowment management, and Poland's investment and legal regulations scenario were also part of the strategy.[65]

The DemNet Project was initially implemented by AED, but on early 1998 the Academy for the Development of Philanthropy in Poland was subcontracted to jointly implement it. This was done as part of the DemNet's exit strategy from the country, which was to help set up an indigenous organization to sustainably advance the work started. The Academy was registered in February 1998 with that purpose, and received its office supplies (computers, furniture, etc.) from USAID, and additional funding from private foundations to implement a three-year development plan between 1999 and 2001. Through their participation on the DemNet Project implementation, the Academy's staff built capacity to continue the activities related to:

- supporting communities establish community foundations and promote philanthropy;
- providing services and advice to donors, such as legal and tax assistance, sponsorship opportunities, and fund management; and,

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[62] Academy for Educational Development, *Democracy Network Project – Poland: Final Report*, 01.
[63] Ottaway and Carothers, *Funding Virtue: Civil Society Aid and Democracy Promotion*, 202-203.
[64] Ottaway and Carothers, *Funding Virtue: Civil Society Aid and Democracy Promotion*, 202.
[65] Academy for Educational Development, *Democracy Network Project – Poland: Final Report*, 33-35.

- providing a place for donors to network and coordinate efforts.[66]

The program was very successful and now, 15 years later, there are 26 community foundations in Poland,[67] being one of the countries where community philanthropy has steadily grown and developed.[68]

The World Bank's Community Foundation Initiative

In the early 2000s, as several countries emerged from financial and political crises, and the demand for a more inclusive development process focused on local empowerment and capacity grew, community-driven development (CDD) became a popular strategy for service delivery. Between 2002 and 2011, the World Bank approved 734 projects with a CDD approach, totaling 22.5 billion dollars.[69] At the same time, Joyce Malombe wrote a study for the World Bank on community foundations, making recommendations on how the organization could support and work with them. These recommendations included: dissemination of the community foundation concept; facilitating conversations between community foundations and the private sector; looking into specific World Bank initiatives that could benefit from community philanthropy; promoting an enabling environment with governments; and mobilizing funds for operations and endowments.[70]

This was the beginning of a dialogue between the World Bank and private foundations that resulted in the Community Foundation Initiative (CFI), launched in 2003 as a partnership with the International Committee of the Council on Foundations, and co-funded by the Ford and Charles Stewart Mott Foundations. An advisory committee to direct the project and provide expertise was created, composed of staff from the World Bank and different foundations, and a community foundation specialist, Dr. Juraj Mesik, was hired.[71] The CFI was a five-year project with the objective of testing whether the World Bank's instruments could be adapted to support community foundations, and had among its goals building knowledge and expertise on community foundations within the World Bank; improving its capacity to provide technical assistance and support mechanisms; identifying potential pilot projects across the Bank's

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[66] Academy for Educational Development, *Democracy Network Project – Poland: Final Report*, 32 and 35.
[67] http://communityfoundationatlas.org/explore/#directory=1|search_foundation=poland.
[68] The information presented was gathered from print materials, websites and conversations with Iwona Olkowicz, one of the founding members of the Academy for the Development of Philanthropy in Poland.
[69] http://www.worldbank.org/en/topic/communitydrivendevelopment/overview#2.
[70] Malombe, *Community Development Foundations Emerging Partnerships*, 33-34.
[71]
http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/FOUNDATIONSEXT/0,,contentMDK:20120729~menuPK:260709~pagePK:60000013~piPK:60000077~theSitePK:267976,00.html.

portfolio to test community foundations' added value to CDD; and assessing the feasibility of CDD programs as incubators for community foundations.[72]

An evaluation of the project was published in 2008 with interesting findings. First and foremost, that there was interest from the World Bank staff on the approach, which is important because it was found that identifying a keen staff member, an implementing organization that understood community philanthropy, and community leaders were key elements to succecc.[73] According to the evaluation, one of the Initiative's main accomplishments was the establishment of GFCF in 2005.[74] The organization, a grantmaker and support organization, is now one of the most important and active voices for community philanthropy in the world.

The evaluation reports that, as a result of the CFI, eleven community foundations in Kenya, Moldova, Tanzania, and Thailand were established or were in the process of being established.[75] These pilots incorporated community philanthropy into the Bank's work through the organization's CDD and social funds projects; the community foundations established have had a varying degree of success.

In Moldova, out of five community foundations established only two are still operating (in Cahul and Ungheni). There is a general feeling in the region that more time and effort should have been spent in choosing the location of the community foundations. According to a local foundation worker, one community foundation was closed as it did not have support from local authorities, which saw the community foundation as a competitor, and the other two closed due to management issues. That is a different scenario than the one in Thailand, where there was from the start a strong involvement of a local organization, the Local Information Center for Development, which requested funds from the Bank to set up a community foundation in the province of Korat.[76] This foundation is still operative.

In Tanzania, three community foundations were registered and a fourth (Mwanza City Community Foundation), which was in the planning process during the CFI, received a start-up grant from the GFCF in 2009.[77] Its prospects were not great though, as the organization did not have support from the "City Fathers" and was struggling to convene stakeholders.[78] The Western Kenya Community Foundation did not take off during the CFI, which was already in "closing mode" and there was not enough time to fully support the new organization. The first community foundation

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[72] Reynolds and Sera, *World Bank Community Foundation Initiative Evaluation Report*, 06.

[73] Reynolds and Sera, *World Bank Community Foundation Initiative Evaluation Report*, 21-22.

[74] Reynolds and Sera, *World Bank Community Foundation Initiative Evaluation Report*, 23.

[75] Reynolds and Sera, *World Bank Community Foundation Initiative Evaluation Report*, 14.

[76] Reynolds and Sera, *World Bank Community Foundation Initiative Evaluation Report*, 16.

[77] http://www.globalfundcommunityfoundations.org/grants-awarded/2009/3/27/grants-awarded-2009.html.

[78] http://www.wings-community-foundation-report.com/gsr_2010/assets/images/pdf/TANZANIA_MWANZA_2010GSR.pdf.

in Ghana (Akuapem) was also supported by the CFI,[79] but, according to Dr. Mesik, was not officially included in the project as there was no significant financial support. He also pointed out

that the Rivers State Community Foundation in Nigeria was also supported by the CFI, receiving start-up funds through the Bank's Post-Conflict Fund window.[80]

5. Connecting local goals with global agendas – lessons and recommendations

Even though international development organizations are very different among themselves, it is quite safe to assume they ultimately aim at improving the lives of their beneficiaries, and would like their projects to be: efficient and effective; sustainable; and to have scale, reaching as many people as possible. CPOs have the same goal, to improve the lives of people living in their communities. By building a complimentary, not exclusive, relationship, these organizations can help each other achieve this common goal.

It is also important to see this relationship as one among equals, since one of the main criticisms of local CSOs regarding their work with international actors is about the unequal balance of power. The perception is that outsiders are more powerful because they have more resources, feeding into a vicious dependency and disempowerment circle. The key is to show that different kinds of resources are needed and equally important (social capital for instance), and that communities are able to pull resources together to solve problems. International aid can help local organizations, but these organizations are also bringing a lot to the table.

Using a framework based on the key areas of concern to international development organizations previously identified, we present below a set of benefits of CPOs and why they are well positioned to contribute to and be a strategic partner in achieving community development. All the elements put together bring a fundamental, but often overlooked, component to development assistance: community's trust.

Efficiency and effectiveness

- Needs assessment – CPOs are embedded in the community, and therefore are better positioned to assess its real needs. Although international development organizations are used to working with communities, having a partner *within* the community facilitates engagement and needs assessment.

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[79] http://akuapemcf.org/about-us/history.
[80] The information presented was gathered from print materials, websites, as well as conversations with Dr. Juraj Mesik and with local sources in Eastern Europe.

- Community knowledge – A broad view of the community issues, without a specific focus or thematic area is another asset of CPOs. Representatives of aid agencies have pointed out that foundations in general can complement the work of government agencies by bringing innovation and new approaches, documenting the voice of local beneficiaries, and sharing accumulated knowledge, expertise, networks, and partners.[81]
- Intermediary/grantmaker – Other CSOs serving as intermediaries to international development organizations may have a lot of practice in providing services, but CPOs have the added-value of having grantmaking experience. These organizations will already have in place mechanisms to give small grants, such as due diligence processes, according to the community's needs.
- Leadership and convening – CPOs play a leadership and convening role in communities, bringing different actors to the table, sometimes literally by providing a neutral space for dialogue between NGOs, governments, businesses, etc., forming a network in the community. Eleanor Fink, a philanthropic advisor to the World Bank, pointed out that "What piqued the interest of the World Bank and… Robert Zoellick (in community philanthropy) was 'the idea of social capital'."[82]
- Donors' needs – Balancing the needs of donors and communities can be very tricky and it is easy for both sides to lose sight of the fact that they should be working toward common goals. CPOs are used to catering to different donor's needs, and to matching those with the community's needs, so that there is accountability to donors and communities do not feel dependent and overpowered.

Sustainability

- Exit strategy – CPOs have strong ties to the communities and continue to raise funds after the international development organization leaves, ensuring the projects' sustainability. They provide a chance for international actors to leave a legacy behind, and advance the work started, helping address the issues brought by the limited timeframes international development organizations tend to work with.
- No limited timeframe – CPOs are "in it for the long haul", thinking about the long-term sustainability of the community. A USAID advisor pointed out that "an important advantage that private foundations have is being able to provide more modest funds but over a longer time period, supporting phases of planning, piloting, implementation, documentation and dissemination".[83]
- Ownership and empowerment – By co-investing in the CPO the community owns the

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[81] Milner, "Cooperation between foundations and bilateral aid agencies – still not completely natural?".
[82] "Community Philanthropy: It's Not Just for the Wealthy Anymore".
[83] Milner, "Cooperation between foundations and bilateral aid agencies – still not completely natural?".

project, and is an active party in its sustainability. The structure of CPOs also encourage broad participation and listening to different interested-parties and community leaders who are part of the development process.

- Assets-based approach – Instead of only looking at what communities need, CPOs also map the communities' assets and how they can be used to address problems, supporting a community-driven development.
- Accountability – CPOs need to be accountable to donors, but unlike other types of CSOs they must also be accountable to the community. Apart from the geographic proximity that makes it harder for the organization not to be held accountable, community members are also donors who want to and have the right to know how the resources are being used.

Scale

- The community philanthropy model has been successfully replicated worldwide, in different contexts and cultures. It has adapted itself according to local needs, assets and diversity, therefore providing a model international development organizations can support or help introduce in different countries.

Community Philanthropy
added-value to
International Development Cooperation

Effectiveness

Needs assesment

Community knowledge

Intermediary/grantmaker

Leadership and convening

Donors' needs

Sustainability

Exit strategy

No limited timeframe

Ownership and empowerment

Assets-based approach

Accountabilty

TRUST

Community philanthropy model has been successfully replicated worldwide, in different contexts and cultures

Scale

Best practices to support community philanthropy

The following practices are lesson taken from the stories presented in this paper and research, as well as conversations with relevant actors in community philanthropy and international development.

- Do your research – Conducting viability studies, hosting consultations with local communities and conferences bringing together experts and community leaders, as the ones conducted in Serbia and Poland, is an important to introducing community philanthropy in a country. And be prepared if it the results show that the country or region is not yet ready for or interested in community philanthropy.
- Listen to the locals – Several successful initiatives presented in this paper were firstly idealized by local organizations that were well-placed to see the potential of community philanthropy in a country and were looking for support to start viability studies and needed seed grants.
- Ensure community buy-in – It is never enough to highlight that community engagement is vital to the sustainability of any project. When introducing community philanthropy in a country it is important to educate people on the topic and be transparent, telling them what you are doing and why.
- Develop community philanthropy infrastructure – By supporting a community foundation you are supporting one community, by supporting an infrastructure organizations you are building local capacity to support and expand the number of community foundations in a country. The Academy in Poland is a good example and the GFCF, although a grantmaker, provides crucial technical support and a network to community foundations. Moreover, WINGS research found that the best predictor for community foundations' growth is the number of infrastructure organizations in a country.[84]
- Include community philanthropy in the program areas – Including support for local philanthropy in the official areas of work and calls for proposals of international development organizations would help incorporate community philanthropy in their programs. Local organizations now have to find alternative ways to get grants to foment community philanthropy, the first grant the Zajecar Initiative received, for instance, was a "Special Initiatives Grant".
- Ensure wide participation from the start – The fact USAID invited organizations to meetings in the USA *before* some agreements had been finalized, and then again a year after the project started for assessment and evaluation, was highly rated. Local organizations feel more empowered and a part of the project if they are part of the design phase.

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[84] WINGS, *Infrastructure in Focus: A Special Look at Organizations Serving Community Philanthropy*, 04.

- Encourage knowledge exchange among CPOs worldwide – Community philanthropy is not a one-size-fits-all model, but that does not mean that CPOs in different countries cannot learn from each other. The exchanges promoted by the Berks County Community Foundation with Russian peers and the visits of Polish community leaders did to other countries as part of their training show how some lessons can be replicated if properly adapted to local realities.
- Partner with local organizations and private foundations – Local organizations know the communities and local realities, and private foundations have been, mostly successfully, supporting community philanthropy for years. The focus here should be more about their valuable knowledge, experience and social capital, not as much as the financial contributions they can make. All stories presented here had some level of cooperation between organizations.

Successful partnerships between international development and philanthropic organizations are key to community development, and deserve special attention. The next section aims at presenting common sources of misunderstandings and how they can be avoided.

- Learn from and talk to each other – Philanthropy organizations (private and community foundations) have a lot to offer; and so do international development organizations. Learning how these organizations work is important for philanthropy organizations to replicate and scale good practices and projects. Moreover, international development organizations have spent decades working on the ground and have a lot of technical expertise and contacts to share.[85] The GACP, for instance, offers a space where these conversations can take place. According to Jenny Hodgson, the goal it "to instill a culture of co-learning within the GACP, where people come together (donors or practitioners) to engage in some creative and critical thinking about the role and potential for community philanthropy as a key driver in strengthening development outcomes".[86]
- Align values – International aid agencies and multilateral organizations are ultimately subordinate to governments and these obviously have their own agendas, driven by different values. This is not wrong or bad, as several of these values are shared by local communities. Firstly, both parties, donors and communities, need to assess how these values impact locally. Even values related to peace or good governance, which seem to be quite clear-cut, can have different meanings depending on where and who you are. Also, donors should ensure that policies do not get lost in implementation and end up undermining the values they want to promote.[87]
- Understand each other – It is harder for individuals to establish relationships or empathize

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[85] http://blogs.worldbank.org/edutech/philanthropy-education-technology.

[86] http://wingsweblog.wordpress.com/2014/09/18/jenny-hodgson-from-cold-bureaucracies-towards-people-centered-institutions/.

[87] Brown, Jean and Anderson, *Time to Listen: Hearing People on the Receiving End of International Aid*, 63.

with others they cannot really understand; the same happens with organizations. A special effort should be made toward learning not just how different types of organizations operate, but about their culture, values, structures and governance. No fundamental changes are needed, just willingness to understand each other and a focus on shared goals, as well as on improving the circulation of information.[88]

- Simplify the language – This might be quite a hypocritical point, as this paper is filled with acronyms, definitions and terms people outside the development or philanthropic fields would have a hard time understanding, but language does matter and can unite or divide. A poem called The Development Set" written by Ross Coggins in 1976 is a humorous yet accurate account of how others may see the development discourse:

  …We use swell words like "epigenetic"

  "Micro", "macro", and "logarithmetic"

  It pleasures us to be esoteric –

  It's so intellectually atmospheric!

  And although establishments may be unmoved,

  Our vocabularies are much improved… [89]

  On a roundtable between philanthropy and development professionals, Jennifer Barsky, a former Nike Foundation officer now working for the World Bank, asked why the focus was on community philanthropy rather than community investment. Barry Knight, the meeting facilitator, responded that people were not expecting a return in investment in community philanthropy.[90] These two examples demonstrate the importance of working on a common vocabulary. Clarifying terms can ensure partnerships are more open and the dialogue more fluid.

- Develop a sound financial strategy – The World Bank's CFI had no seed grant budget, which could have helped it be more successful in the number of community foundations initiated.[91] Researching for and designing a solid financial strategy during the early stages of a project can avoid this kind of situation. Mapping and analyzing the resources a community or an established CPO, as well as making projections, have should be an integral part of the decision-making process as to how much will have to be invested to introduce community philanthropy somewhere or to support an existing CPO. Increasing effectiveness is a matter of striking a balance between "too much money too fast" and

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[88] Milner, "Cooperation between foundations and bilateral aid agencies – still not completely natural?".
[89] http://rahulbrown.wordpress.com/2010/01/22/the-development-set-by-ross-coggins/ [28/11]
[90] "Community Philanthropy: It's Not Just for the Wealthy Anymore".
[91] Information obtained from a conversation with Dr. Juraj Mesik.

"little money for little people".

- Measure and communicate – There is not much data and information on community philanthropy (or philanthropy in general). Things such as the work organizations do, how much they spent, their areas of work, or the size of their endowments are largely undocumented. International development organizations can encourage and fund research to map community philanthropy; and CPOs need to systematize, be creative about evaluating their work (social capital or community engagement are hardly the easiest things to measure), and be smart about communicating achievements to a wide and diverse audience.

6. Concluding remarks

This paper set out to demonstrate that collaboration with CPOs is a viable strategy for international development organizations to engage civil society in the advancement and sustainability of development goals. International development organizations can benefit from having partners that understand the community and focus on sustainable, community-driven development. Whereas CPOs can benefit from having experienced and resourceful partners that may be to help advance the field and take community philanthropy to new frontiers.

The goal here is not to tell organizations to do something they are already doing, as the stories presented show there has been an ad hoc collaborative relationship between international development organizations and community philanthropy for years now. Neither are we telling organizations how they should work or do a better job. The goal is rather to maximize efficiency by establishing consistent and transparent partnerships for mutual benefit, built on learnings from successes and mistakes.

It is important to make clear what works and what does not, and what kinds of behaviors are regarded as desirable and effective, so organizations go into collaborations with eyes wide open and with higher chances of success. Systematizing knowledge and information is the first step to encourage learning from peers, partners and beneficiaries' experiences. By developing best practices and looking into possible sources of problems and solutions for them, the intention is not to have a how-to guide, but to inspire informed conversations and encourage others to join in. These efforts help us avoid "reinventing the wheel", duplicating efforts and repeating mistakes, increasing effectiveness toward improving people's lives, which is our ultimate goal.

Annex I – Acronyms

AED – Academy for Educational Development

CFI – Community Foundation Initiative by the World Bank

CDD – community-driven development

CPO – Community Philanthropy Organization

CSO – Civil Society Organization

DemNet – Democracy Network Project

DFID – UK Department for International Development

GFCF – Global Fund for Community Foundations

IAF – Inter-American Foundation

ISC – Institute for Sustainable Communities

NGO – Non-Governmental Organization

OECD – Organization for Economic Co-operation and Development

SFCF – Step Forward Community Foundation

UNDP – United Nations Development Program

USAID - United States Agency for International Development

WINGS – Worldwide Initiatives for Grantmakers Support

Annex II – Seminars and site visits

List of seminars and site visits held as part of the Emerging Leaders International Fellows Program:

- Seminar with Nick Deychakiwsky, Program Officer, Charles Stewart Mott Foundation, September, 26, 2014
- Seminar with Robert Edgar, Vice President, Donor Relations, New York Community Trust, September, 29, 2014
- Seminar with Vincent McGee, Trustee, The Gagarin Trust; Board Chair, The Overbrook Foundation; former Senior Advisor, The Atlantic Philanthropies; Advisory Board Member, Center on Philanthropy and Civil Society, October, 2, 2014
- Seminar with Mark Bentley, Immediate past Chief Executive Officer, Auckland Communities Foundation; Director, Alumni Relations and Development, The University of Auckland, October, 15, 2014
- Seminar with John Casey, Associate Professor, School of Public Affairs, Baruch College, CUNY, October, 16, 2014
- Site visit, Şenay Ataselim, Chief Operating Officer, Turkish Philanthropy Funds, October, 24, 2014
- Seminar with Kevin Murphy, President, Berks County Community Foundation; Immediate Past Chair, Board of Directors, Council on Foundations, October, 28, 2014
- Site visit with Kevin Murphy et al., Berks County Community Foundation, October, 30, 2014
- Site visit, Michael J. Burke (Chief Operating Officer) and Cecilia Clarke (President/CEO), Brooklyn Community Foundation, November, 4, 2014
- Seminar with William S. Moody, Former Program Director, Rockefeller Brothers Fund, November, 6, 2014
- Seminar with John Morning, Trustee: C.S. Mott Foundation; Henry Street Settlement; Lincoln Center, Theater; The Graduate Center, CUNY; Henry Street Settlement; Turrell Fund, etc., November, 10, 2014
- Seminar with Elan Garonzik, Vice President, Program Administration, The Elma Philanthropies Services (U.S.), Inc.; former Program Officer, C.S. Mott Foundation (w/focus on strengthening NPOs & philanthropy sector & community foundation development), November, 12, 2014
- Seminar and site visit, Peter Johnson, Rockefeller Family Associate, November, 12, 2014
- Annual Activity Reception/event for Qualitas of Life Foundation , (with Marcela Orvañanos de Rovzar, co-founder of Qualitas for Life), November, 12-13, 2014

- Seminar with Myra Virgil, CEO and Managing Director, Bermuda Community Foundation; former Programme Executive, The Atlantic Philanthropies, November, 14, 2014
- Seminar with Barry Gaberman, Senior Vice President (Retired), The Ford Foundation; Advisor, Foundation Center; Distinguished Visiting Professor in the Gerhart Center for Philanthropy and Civic Engagement at American University in Cairo, November, 17, 2014
- Seminar with Ed Pauly, Director of Research and Evaluation, the Wallace Foundation, November, 25, 2014

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