

# **City Funders:** Case Studies on Philanthropic Engagement in Urban Contexts



## Authors

Alissa Gordon

James Leyba

Katherine Orzechowski

*Masters in Urban Planning Candidates (2015), Robert F. Wagner Graduate School of Public Service, New York University*

## Editor

Stephanie Roy

*European Foundation Centre*

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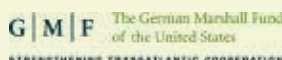
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## **City Funders:**

Case Studies on Philanthropic  
Engagement in Urban Contexts

# Contents

Foreword .....	3
Executive Summary .....	4
<b>EUROPE</b>	
Aga Khan Portugal .....	6
Carnegie UK Trust .....	8
Charles Léopold Mayer Foundation for the Progress of Humankind .....	10
City Bridge Trust .....	12
The Cripplegate Foundation .....	14
European Cultural Foundation .....	16
Fondazione Cariplo .....	18
Fundação Calouste Gulbenkian .....	20
Realdania .....	22
Robert Bosch Stiftung .....	24
<b>NORTH AMERICA</b>	
100 Resilient Cities .....	26
The Charles Stewart Mott Foundation .....	28
The German Marshall Fund of the United States .....	30
Ford Foundation .....	32
MacArthur Foundation .....	34
Surdna Foundation .....	36
<b>LATIN AMERICA</b>	
Fundación Avina .....	38
Fundación FEMSA .....	40
Instituto Arapyaú .....	42
<b>ASIA</b>	
The Asia Foundation .....	44

## Foreword

With the EFC's coordination, the Funders' Forum on Sustainable Cities (FFSC) has been bringing together since 2011 a variety of funders active in different regions of the world, along with other key city stakeholders, to discuss some of the challenges that affect cities all over the planet and exchange interesting solutions and good practices that can be replicated. While meeting and discussing together has created many learning opportunities, it seemed essential to have a closer look at the strategies and priorities of some key philanthropic actors investing in cities to highlight both the differences and the common threads in approach and activities.

We are pleased to share this collection of case studies which we consider a major milestone in the journey we have undertaken together. This represents an important point of departure for our group, giving us an inspiring perspective on the incredible potential of this sector and the key role it can play in improving future outcomes for cities in a context of accelerated growth.

We had the great pleasure and privilege of working with three very talented graduate students from New York University's Wagner School of Public Service, who provided an invaluable contribution with interviews of the selected foundations and by making sense of all the information gathered so that the final product you have in your hands today is a relevant, sharp and useful reference for anyone interested in learning about foundations' strategies in urban contexts.

We would also like to thank sincerely all participating foundations and their representatives who generously provided time and effort to contribute to this project.

The steering committee hopes that this initial overview will encourage others in the philanthropic sector to get engaged, coordinate effectively and exchange more openly on what requires urgent attention, how to tackle the challenges, and with whom to engage. For the funders of this group, an immediate outcome of this scoping exercise will be to produce a more articulated analysis of where the gaps and needs are, what opportunities exist for further action and where improved coordination could bring added value. We hope to inspire others to do the same and to join the conversation.

For further information, please consult the FFSC webpage: [www.efc.be/cities](http://www.efc.be/cities)

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*Julien Woessner, Fondation Charles Léopold Mayer pour le Progrès de l'Homme*

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## Executive Summary

The United Nations forecasts that 66% of the world will live in cities by 2050. It is therefore no surprise that increased philanthropic attention has been given to the urban setting. This publication reviews urban initiatives and strategies undertaken by 20 foundations worldwide, based on information gathered through individual interviews with each of them. The objective of this exercise is to provoke internal and external dialogue among foundations to reach a common understanding of the role and value added of foundations in advancing sustainable urban development, as well as to enable experience and knowledge sharing among foundations and other key city stakeholders in a global context.

The foundations covered in this publication all seek to improve urban spaces and quality of life for urban residents using a variety of methods. This includes engagement in arts and culture; infrastructure and social housing improvement; protection or upgrading of public spaces; workforce training; social inclusion; economic development; and natural resource management as well as advocating for larger policy shifts.

Foundations approach cities in one of two ways. Some institutions explicitly designate the city as an issue area which receives programming, while others focus on issues, such as housing or employment, which lead to involvement in the urban space. Regardless of a foundation's entry point into city-based activities, it is clear that the mission of the individual foundation determines the specific activities they engage in.

The case studies detailed in this publication demonstrate varying ways in which foundations view their relationships with grantees and other

external actors. While some foundations see themselves playing a primarily advisory role, others work directly with grantees at the activity level. The foundations reviewed approach community engagement in two distinct forms: In the first, foundations are seen as mobilisers of community-led engagement with social issues; and in the second, other foundations act as catalysts through direct initiation and implementation of community-based activities.

Worth noting is that all foundations reviewed support collaborative approaches in their activities at some level. This is demonstrated through multiple examples of partnerships, from facilitating grantee networks to fostering international coalitions across philanthropic parties. Foundations are increasingly entering multi-sector partnerships, perhaps a recognition of their unique position to connect the private sector with government and civil society.

The case studies also detail a range of methods foundations use to evaluate their programmes and measure performance. While all foundations are interested in knowledge sharing and organisational learning, some were observed to be more focused on quantitative methods of evaluation, while others primarily leveraged a narrative-based approach.

The following case studies demonstrate that while the foundations interviewed vary in their approach to city engagement, the challenges they seek to address contain similarities. Common issues are identified across geographic areas and are being addressed by multiple foundations. The urban setting presents an opportunity for foundations to share in their experiences in order to leverage shared knowledge and experience to maximise their impact.



## AGA KHAN PORTUGAL



The Aga Khan Network works in 30 countries and employs approximately 80,000 people, mainly in developing countries. Aga Khan Portugal, a member of the Network, is located in Lisbon, Portugal. The organisation primarily focuses on social inclusion.

### URBAN ENGAGEMENT

While Aga Khan Portugal does not exclusively focus on cities, a great deal of its work involves peri-urban settlements, where the marginalised poor often reside. The organisation is the only agency within the Aga Khan Foundation that works at the community level. The organisation takes direction from the chairman of the Aga Khan Development Network, His Highness the Aga Khan. Under direction from the Aga Khan, the Portuguese foundation works to improve the lives of immigrants in Portugal. These

efforts aim to strengthen schools, increase worker productivity, and improve social inclusion.

### ACTIVITIES

The organisation supports community partnerships as a method of promoting social change. Aga Khan Portugal strategically approaches new communities with a listening strategy; engaging with residents and trying to understand the needs of the population. Targeted communities are often struggling to integrate into a new culture and cope with new languages. It is worth noting that in Lisbon's greater metropolitan area, as much as 70% of the population is of immigrant heritage. This population has very high unemployment rates - as an example, the unemployment rate of African immigrants is double the national average. Youth unemployment is also a critical issue.

Aga Khan Portugal develops specific interventions to address these challenges. The organisation does not position itself as a leader in the community, or work directly to solve issues. This is fundamental to its engagement strategy, as it seeks to empower community members to develop solutions and work together to address identified issues. This is defined as a "participatory diagnostic" approach, engaging with citizens on the streets, in cafes, and in other urban locales, to understand their needs.

*The Employability Networks* is an Aga Khan programme that supports worker skills-building and job-matching through connection to training programs and employers. Aga Khan Portugal takes a patient view of this process, as it takes time to develop workforce capacity.

### LEARNING

Individuals and teams working for Aga Khan Portugal must be multi-skilled and comfortable working in the community development setting. Engagement with multiple stakeholders over extended periods of time is needed for efforts to be effective. Through these processes, the organisation asks such questions



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as “does the effort work?”, “how did people’s lives change?” and “how did life skills (and soft skills) change?” Such questions inform current initiatives as well as future efforts.

Aga Khan Portugal shares learnings with other Portuguese organisations and supports information-sharing to avoid duplicating or overlapping some services already provided. Through workshops and partnerships, the organisation seeks to develop self-sustaining programmes. This requires consideration of how the community can maintain steady levels of improvement following foundation engagement.

### **ACTORS AND PARTNERS**

Aga Khan Portugal always works with the city council in communities where it engages. As part of its development strategy, the organisation works with women (specifically mothers), schools, and employment agencies in communities.

**“The foundation works to improve the lives of immigrants in Portugal... to strengthen schools, increase worker productivity, and improve social inclusion.”**

### **LOOKING AHEAD**

The organisation is looking to increase its geographic focus within Lisbon. The objective is to move programmatic efforts beyond small neighbourhoods, leveraging community organisations. In the future, Aga Khan Portugal envisions the Greater Lisbon area as a lab to be used for developing and testing new programmatic approaches. The lessons learned from these programmatic investments will be widely disseminated across the Aga Khan Network to inform future development efforts.

## CARNEGIE UK TRUST



Carnegie UK Trust is 1 of more than 20 foundations established by Andrew Carnegie, operating with the mission of improving the lives and well-being of people throughout the United Kingdom and the Republic of Ireland through influencing public policy, while engaging in innovative practices and partnerships.

### URBAN ENGAGEMENT

Carnegie UK's place-based work focuses on towns, as opposed to larger metropolises. The choice to focus on towns is a strategic decision, as towns are home to a majority of the citizens of the United Kingdom and Ireland. The trust felt rural and metropolitan areas already had influential actors dominating their respective spaces. As a small trust, Carnegie UK is able to take larger risks with greater

potential for impact at the town level, as it has limited funds but a strong organisational brand. The trust works at both the policy and programmatic level, in three broad categories: people and place; enterprise and society; and knowledge and culture.

### ACTIVITIES

Carnegie UK is a member of a consortium of six organisations working to create a new tool kit, including a data visualisation tool, to help Scottish towns better understand their comparative economic positions. The project, *Understanding Scottish Places*, aims to assist Scottish government leaders with shaping their local investment strategy by using concrete data rather than on the basis of political incentives. The trust believes this is particularly important in the current climate of scarce resources.

Another project, *Pride in Place: Tackling Incivilities*, is focused on advocating improvements to public spaces. This work was spurred by research that suggested citizens place the highest value on physical infrastructure when determining their desired community environment. The trust provides recommendations to local government,



environmental charities and funders to enable communities to engage in public improvement projects.

*TestTown*, an enterprise challenge for small businesses, is a pilot programme that aims to stimulate the revitalisation of town centres. Applicants are selected to set up a series of incubation projects across the United Kingdom. These participants take over large quantities of small towns to establish shops for a week. In 2014, 120 entrepreneurs were selected from a pool of 450, forming a total of 8 teams. Six towns and cities hosted their own pop-up *TestTown* Festival, culminating in a grand finale in Cambridge, England convening all of the eight teams. As part of the challenge, each team of applicants was given seed funding to start their business, professional guidance, and free retail space. The pilot ends in 2015. Carnegie UK is currently looking into how to expand the challenge and use the knowledge gained from the programme to contribute to organisational learning regarding economic renewal.

## LEARNING

Carnegie UK's research and policy is used to inform its programmatic activities and partnership decisions. The trust begins each engagement with a logic model and theory of change, decided upon through roundtable discussions with partners and external stakeholders. Business projects are approved with short, medium, and long-term goals. Programmes are evaluated both internally and externally, though social return on investment is not the indicator guiding such evaluation, rather the trust takes a more blended approach. The trust has adopted an open public reporting role, through a national public archive that catalogues the work accomplished, thus ensuring public accountability. While the trust is strategic in its programmatic investments, the board recognises that, due to the trust's small size, impact cannot be achieved without some level of risk taking.



## ACTORS AND PARTNERS

The trust no longer takes unsolicited grant applications. Instead, it is invested in building partnerships with other organisations and entities focused on their strategic priorities. The trust partners with UK national governments, municipalities, and councils as well as large funders, such as the national lottery. It also works on developing relationships with corporate partners, particularly to facilitate private sector collaboration with government. Carnegie UK believes it is well positioned to act as an intermediary between the corporate and public sectors, holding roundtables on issues for open and honest dialogue. The trust believes that partnerships with corporations add value in a variety of ways. First, corporations are essential in contributing to enterprise development strategies. The trust also views corporate speed as complementary to the trust's own swift approval process.

## LOOKING AHEAD

The trust will continue its work on sustainable enterprise, focused on resilience and the place of medium-sized towns in the global system. The trust views its efforts in place-making as the intersection of infrastructure, energy, and economics and will continue to expand in this area. It will also focus on promoting digital inclusion across regions and economic classes, an issue viewed as a growing policy area. The trust is currently trying to deepen its role in advocating for better community engagement and giving citizens an active role in designing solutions, as opposed to merely providing consent on prescriptive programmes.

## CHARLES LÉOPOLD MAYER FOUNDATION FOR THE PROGRESS OF HUMANKIND



Fondation Charles Léopold Mayer  
pour le Progrès de l'Homme

The Charles Leopold Mayer Foundation for the Progress of Humankind (FPH) is a Swiss foundation focused on developing a global community through the promotion of governance, ethics and sustainable living. The foundation groups its programmes into the following categories:

- ◆ Lifestyles and socio-economic organisation in a post-consumerist perspective (*Transition to sustainable societies*)
- ◆ Regional cooperation in a multi-polar world, and the necessary legitimate governance to gain the support of the people (*Legitimate governance and regional cooperation*)
- ◆ Liability and responsibility from a socio-professional perspective (*Responsibility and ethics*)
- ◆ Information for social change (*Methods and tools for information and dissemination of ideas*)

### URBAN ENGAGEMENT

Much of the foundation's work is focused on influencing policy and informing political shifts by supporting civil society organisations, both within Europe and internationally. FPH views cities as a primary drivers of change at the local level, with the potential to influence wider policy. FPH has four programmes that are focused on cities: *Lands Governance*; *Inhabitants networks engaged for Right to the City and Right to Housing*; *Urban Food Systems*; and *Documenting Cities Experiments*.

The foundation tries to address aspects of sustainability in a cross-cutting manner, through systemic change, exemplified by the activities it supports. For FPH, the key is not to repair systems,



but to address core problems and encourage grantees to remedy these problems through solutions that promote systemic change.

### ACTIVITIES

The *Lands Governance* initiative documents different approaches to spatial planning including privatisation, community land trusts, and cooperative housing. The *Documenting Cities* initiative uses the Internet as a platform where diverse stakeholders, including network actors and researchers, can come together to discuss differing views of cities to challenge the current system and encourage debate on urban issues. The initiative demonstrates that cities can be laboratories for building sustainable societies.

In addition to initiatives that focus exclusively on urban areas, the foundation notices that urban and rural issues are interconnected, and it is trying to find more opportunities to support interactions between organisations active in both areas. *Urban Food Systems* is a programme that integrates rural and urban communities from a social and ecological transformation perspective.

The final programme focused on cities is the *Inhabitants networks engaged for Right to the City and Right to Housing initiatives*, which supports different organisations, European as well as global,

in the analysis of the urban fabrics of society, including the housing market, land use, and rising social inequalities. The aim of this analysis is to challenge the status quo and increase the visibility of alternatives at the international level.

The foundation is also invested in large-scale advocacy. In 2012, FPH supported a publication on the housing crisis in Europe, “Time to Evict Crisis”, a compilation of articles from a variety of authors from both high-income and low-income countries which was released in Naples during the World Urban Summit. The publication spurred the establishment of the European Coalition of Movements for the Right to the City and Right for Housing, by providing a foundational dialogue allowing the coalition to emerge. The coalition now publishes reports gathering information from various countries to compare the state of urban issues across nations. The coalition is planning to begin advocacy efforts at the European Parliamentary Level and will also work to raise visibility among a more international audience.

## LEARNING

The foundation evaluates grantees and initiatives through the consideration of three different qualities: 1) Grantees must demonstrate that their initiative is linked to other networks active on same topics, 2) They must articulate a solution to a proposed problem that addresses systemic change, 3) The grantee must incorporate advocacy, or a strategy for making their activities known to a wider audience, in order to support a diffusion of its ideas. This criterion helps the grantee formulate a proposal that can be shared with a variety of actors and ultimately influence decision makers.

## ACTORS AND PARTNERS

The foundation is a member of several international networks and is connected to numerous international actors. FPH views its connections, spanning across some 150 countries, as representative of its contribution to building a

global community by increasing its social capital. Examples of networks the foundation is connected to include Engaged Donors for Global Equity and the ICLEI - International Network of Cities.

Most grant recipients of Charles Leopold Mayer are long-term partners of the foundation. FPH takes time to develop new partnerships because of this long-term perspective and because of the objective to articulate initiatives towards systemic change. Partnerships are based on the convergence of analysis, a common understanding of both stakes and rooted causes, a common view of the long-term targets. On this base, the foundation gives its partners the responsibility and freedom to shape their short-term strategy and develop their own day-to-day work. This is what occurred with the foundation’s support of the European Coalition of Movements for the Right to the City.

The foundation views its relationships with grantees as a partnership, allowing for the development of a cooperative strategy that meets both organisations’ objectives. This is seen as a way to build trust within the relationship and a mutual comfort level. It is important to FPH that both sides are clear on strategies and goals, though the foundation gives its partners the space to shape their work and develop their own approach.

## LOOKING AHEAD

FPH believes it is important for both Europe and the U.S. to continue to examine the recent economic crisis because it reveals the systemic problems of the current unsustainable development model. FPH notices that the global landscape is changing, spurred by the global recession and that where the local economies collapse, collaborative approaches to address societal and environmental challenges are emerging, based on solidarity and use of local resources. FPH is invested in documenting and supporting these approaches, providing alternative models of development to challenge and change the global system.

## CITY BRIDGE TRUST

### City Bridge Trust

The City of London Corporation's Charity

City Bridge Trust supports charitable activities across Greater London through grantmaking, social investment, encouraging philanthropy, and influencing public policy. The trust was established in 1995 as the grantmaking arm of Bridge House Estates and is the sole trustee of the City of London Corporation. The trust was established in order to use funds built up from toll collections over the centuries from five bridges to support the civic needs of the Greater London area.

### URBAN ENGAGEMENT

City Bridge Trust strives to understand the needs of London's communities and to find ways to meet those needs. Its focus is on Greater London, which includes the city and 32 boroughs. London is a successful capital city, but also has the highest concentration of vulnerable people in the United Kingdom. The trust's core values are fairness, inclusion, and independence, which it seeks to advance throughout London's communities. City Bridge Trust finds an inclusionary approach to be key to the sustainability of cities. It works towards helping the most disadvantaged, through decreasing physical and social barriers. Over the past 20 years, City Bridge Trust has opened up many public spaces to make them more inclusive

**"City Bridge Trust strives to understand the needs of London's communities and to find ways to meet those needs."**

and accessible. The trust uses a deprivation index to rank boroughs according to levels of poverty, in order to determine where it should invest resources.

### ACTIVITIES

City Bridge Trust engages in a large number of activities in their overarching programme area, *Investing in Londoners*, which includes a broad range of distinct programmes that are demand driven. Although the staff of City Bridge Trust have extensive knowledge in a number areas, grantees are empowered in their decision making and are considered experts in the delivery of their programmes.

*Disability Access* is a programmatic example of City Bridge Trust's goal of making London more inclusive by targeting public and community spaces. The trust funds access audits of buildings and spaces that take into consideration the needs of all users. Embracing inclusion further, it supports the Centre for Accessible Environments which gives advice to voluntary organisations that wish to improve the accessibility of their buildings.

In the *Growing Localities* programme, communities are encouraged to reclaim public space and are taught how to grow their own food and understand the value of biodiversity. In the programme, volunteers provide horticultural training to young unemployed people and people with special needs. The goals are to improve health and well-being, bring communities together and foster new relationships to help reduce social isolation.

*Strengthening the Voluntary Sector* is a particularly important programme area in light of central government funding cuts. In this programme, the trust provides support to London's voluntary, community, and social enterprise sectors so that they can maintain specialised, high-quality support services. Following the 7/7 suicide bomb attacks in the London Underground in 2005, the trust moved quickly and worked with voluntary organisations to

determine how to respond to the attack. London Bombings Relief Fund was established to support injured individuals and the families of the deceased.

## LEARNING

Learning functions have always been a part of City Bridge Trust. Every five years there is consistent effort to evaluate the effectiveness of programmes. During the review, a shutdown in operations occurs over a four-month period during which the seventeen person staff evaluates programmes. Additional capacity is provided by consultants who are engaged for the evaluation.

The trust has found that allowing for flexibility and creativity is important in measuring results. Initially, expectations of outcomes and measurement frames are broadly set to give space for unintended findings to emerge during programme evaluation. Sometimes there are interesting findings that were not originally planned for in the measurement criteria, creating noteworthy unintended results. Outcome articulation is sharper at the activity level compared to the programme level where goals are broader.

## ACTORS AND PARTNERS

City Bridge Trust has a wide variety of grantees, as it funds 500 - 600 grants at any given time. One of these grantees is The Human Trafficking Foundation. It has been successful in convening a roundtable of government ministries and other key stakeholders in London to address the issues of modern-day slavery.

City Bridge Trust is connected with an extensive ecosystem of funders in London. Within the Association of Charitable Foundations (ACF), London Funders is a network that convenes to keep funders up to date on public policy and provides a space to share practices that meet the needs of London's communities. City Bridge Trust has collaborated with Trust for London in *Moving On Up*, an initiative to increase employment rates of young black men in London.

Outside of the London network, City Bridge Trusts engages with the European Foundation Centre. It has also found aligned efforts in its poverty and inequality fighting mission in the work of the Robin Hood Foundation in New York City, US.

## LOOKING AHEAD

The City Bridge Trust is working in an uncertain political climate and during a time of unprecedented levels of central government funding cuts to localities. As an enabler and translator between the private sector, public sector and third sector, the trust works collaboratively in order to make the best use of limited resources. It is working to expand the philanthropic money pool by encouraging greater engagement and more funding partnerships across the private sector.

The trust anticipates the changing needs of Londoners to drive their future work. For example, a shift in the aging profile of Londoners will necessitate targeted services for an elderly population. The City of London Corporation has set aside funds to invest in social impact investing and the trust expects to see this mode of financing integrated into its grantmaking work.



City Bridge Trust - Peter Bedford Housing Association

## THE CRIPPLEGATE FOUNDATION

*Cripplegate Foundation*  
*Helping since 1500*

Cripplegate Foundation is based in Islington, a borough of London. The foundation envisions a society free from poverty and the effects of inequality, where the potential and aspirations of the citizens of Islington are fully realised. To achieve this, the foundation provides grants, advice and support to local organisations and develops partnerships, undertakes research, and seeks to influence policy.

### URBAN ENGAGEMENT

Cripplegate Foundation focuses almost exclusively on the borough of Islington, working to address inequality and poverty. While Islington is home to a large amount of wealth, it has the fourth highest level of older people living in poverty in England as well as the second highest level of child poverty in London.

In 2013, Cripplegate Foundation published *Distant Neighbours*, a report detailing residents' experiences with poverty and inequality, supported by the New Economics Foundation, an independent

think tank. It built on the findings of *Invisible Islington* a report by Rocket Science commissioned in 2008. The report revealed that the poorest members of the community were also the most isolated. The foundation seeks to address this isolation through a variety of programmes that attempt to "unlock" Islington to increase social inclusion and address poverty at a systemic level to increase opportunities for economic advancement.

The foundation approaches sustainability from a socio-economic and resilience-focused perspective; working to use people's strengths and assets to make their lives sustainable.

### ACTIVITIES

The foundation operates the *Islington Giving* campaign, inspired by the findings from *Invisible Islington* and the *Distant Neighbours* report. The campaign finances activities that focus on three objectives: investing in young people, tackling poverty, and confronting isolation. Among its programmes, *Islington Giving* supports an initiative called *Friday Night Out*, a partnership with the football team Arsenal. The aim is to provide young people with opportunities to participate in organised activities at the start of the weekend. The first project under the partnership runs football sessions with Arsenal before participants prepare and eat dinner together in a community garden. *Islington Giving* also supports opening sports facilities on Saturday night, in order to keep young people safe and off the streets. Up to 300 youth are using the facilities on Saturday evenings for sports, music, dance and meeting other people. The campaign also supports activities for older people in the community, such as offering discounts for lower-income residents, so they can take advantage of Islington's many cultural activities. It also encourages cafes, pubs, and gardens to host gatherings for older residents.

*Help on Your Doorstep* is another initiative supported by *Islington Giving*, which seeks further social inclusion within the borough. In





this programme, staff connect with households struggling with low-income, debt or mental health issues. By regularly and systematically knocking on doors and offering 'help' they reach thousands of residents. The objective is to alleviate feelings of social isolation by engaging with residents and connecting individuals with appropriate services to meet their needs. Community workers then follow up with the individuals to see if they have used services and if they need further support. The programme has been successful and community members are increasingly using the services recommended for their needs.

*Businesses for Islington Giving* (BIG) Alliance was launched in 2013, funded by Islington Giving and the Macquarie Group Foundation. The Alliance now comprises 15 companies including Macquarie, Expedia and Bank of Tokyo. The businesses provide skills-based volunteering to assist community organisations. They also provide mentoring for youth, as well as employment opportunities for adults in the community. Businesses have succeeded in opening up their supply chain, offering entry jobs to local residents.

## LEARNING

The foundation seeks to understand the lived experience of poverty and use this information to shape their activities. In developing the *Islington Giving* model, Cripplegate Foundation continues to look at others for inspiration such as the Canadian cities Vancouver and Toronto. Vancouver's example echoed the foundation's challenges surrounding poverty and inequality when working in a place-based entity located in a wealthy area. Islington Giving was evaluated by the Office of Public Management in 2013 to provide an evidence basis for its learning.

The foundation is invested in measuring programmatic results. For instance, *Help on Your Doorstep* follows up with residents they have engaged with for continuation data after 3

months, and then again after 12 months, to gauge the effects of their interactions. The purpose of their engagement is not only to send residents to appropriate services, but also to give people the confidence to seek out training or assistance on their own. The follow-up visits are used to build trust within the community.

The BIG Alliance has formal processes to capture results from their mentoring programmes, through surveying teachers as well as students to assess programme performance and overall impact.

## ACTORS AND PARTNERS

The foundation works with numerous partners including other funders, community organisations, Health and local government and businesses. Cripplegate Foundation is now engaged in fundraising, an activity that was not historically part of foundation operations. The foundation encourages residents, trusts and businesses to invest in Islington, not only with their finances, but also with their time. The foundation encourages volunteering and community building, contributing to a sense of universal social inclusion. Currently over 1,500 residents are engaged in volunteerism.

## LOOKING AHEAD

Cripplegate Foundation is committed to using its knowledge to create social change. It challenges funders to do more, and to cut across silos, weaving together resources from the public, private, and voluntary sectors to address poverty and social inclusion. With the support of London Funders, other London boroughs are looking to apply the Islington Giving model, after witnessing the campaign's success. Strategic planning for 2016 - 2018 is underway. The foundation is examining the total impact of its work as well as how the programmes it funds can transform the system. As opposed to just giving money, the foundation is devoted to ensuring that its framework is about total impact and does not solely revolve around grantmaking.

## EUROPEAN CULTURAL FOUNDATION



The European Cultural Foundation (ECF) is an independent foundation based in the Netherlands which supports cultural change makers and communities across Europe. The foundation was initiated in 1954 by founders who saw culture as a vital ingredient for the post-war rebuilding and healing of Europe. Today the foundation links citizens and democratic institutions with the goal of building open, inclusive and democratic societies.

### URBAN ENGAGEMENT

The European Cultural Foundation addresses European issues at the community, city and European-wide levels. ECF sees culture as being at the heart of democracy and believes it plays a vital role in cities. The foundation considers cultural practice as key to giving people a voice and a space to safely engage in societal and political reflection and action. ECF considers culture as the fourth pillar of a sustainable society, as important as economy, environment and social equity. Intangibles such as knowledge, cultural life and social participation, are key to sustainability in cities.

While there is no explicit strategy focused on cities, conversations within its “Connected Action” programme include the themes of commons, public space, culture and economy. Such topics provide opportunities to engage in issues relevant to urban spaces and social engagement.

### ACTIVITIES

ECF’s “Connected Action” programme is a partnership with six organisations: Culture 2 Commons from Croatia, Les Têtes de l’Art from

France, Oberliht from Moldova, Political Critique from Poland, Platoniq from Spain, and Subtopia from Sweden. This constellation of hubs explores approaches and practices advancing ECF’s thematic focus *Connecting Culture, Communities and Democracy* (2013-2016).

The *Build the City* initiative is an open call for innovative ideas for cultural actions aiming at shaping, governing and reinventing public spaces by and with the citizens. This initiative will be the theme of ECF’s second annual Idea Camp in September 2015 in Sweden that will bring together change-makers who are finding new ways to re-imagine and transform their cities and local environments through culture. It is a collaborative effort between their six partners and is co-hosted by Subtopia from Sweden. One of the projects with a particular relevance to the urban environment which developed out of last year’s Idea Camp (October 2014, Marseilles) was the Public Space Legal Tool-Kit by David Juarez, the architect and co-founder of a multidisciplinary collective called Straddle3 (Spain). The toolkit is a how-to guide on the activation of public space, which includes guidance on regulations in accessible language.

ECF’s other projects include: the annual Princess Magriet Award for Culture, the STEP Beyond travel grants scheme, the TANDEM cultural managers exchange programme, and the Doc Next Network. ECF also produces a wide range of publications related to cultural development in Europe and hosts an active online community in ECF Labs.

### LEARNING

As a smaller foundation, ECF is focused and selective in its advocacy work in order to make the best use of time and resources. In addition to its work at the grass-roots and peer-to-peer level, ECF also works to scale up activities to make them relevant at the policy level. ECF develops relationships with EU, national, and local -level policymakers and has learned that political climate, positioning and timing



are important factors to consider. On EU level, ECF seeks to make European institutions more inclusive for individual citizens and groups that are seeking greater civic influence through promoting culture- and cultural policy related activities.

The European Cultural Foundation has a small research team that creates evaluation frameworks internally. Specific objectives and indicators are designed and evaluated for various programmes and projects against each year and at the end of the three-year period. External evaluations are commissioned to assess effectiveness. Beyond formal evaluation, ECF is interested in the deeper knowledge and learning that stem from supported projects. Its knowledge management approach allows for a full learning experience which can be applied at the policy level. The foundation frequently engages in local issues across Europe through connecting with social activists.

### **ACTORS AND PARTNERS**

ECF shares many objectives with Fondation Charles Léopold Mayer pour le progrès de l'homme, and they have appeared as co-panelists in external

events. Additionally, the European Cultural Foundation has collaborated with the Open Society Foundation on programmes including: STEP Beyond Travel grants scheme, *The Balkan Incentive Fund for Culture (BIFC)* and on an online video platform in *Radical Democracy for Europe*. ECF regularly hosts debates bringing together civil society groups and European policymakers. ECF is grateful for the longstanding partnership with the Prins Bernhard Cultuurfonds. As a result of this partnership ECF acknowledges the annual financial contribution - via the Cultuurfonds - from the BankGiro Loterij, the Lotto and the Nationale Instant-Loterij.

### **LOOKING AHEAD**

Rooted in the belief that culture plays a key role in democracy and building inclusive and sustainable societies, the European Cultural Foundation plans to continue its support to cultural changemakers of Europe. Culture and Democracy will continue to be at the centre of ECF's work, and it will therefore pursue its investment in the exploration of the commons as concept and alternative to current economic and political models.

## FONDAZIONE CARIPLO



Fondazione Cariplo is a foundation of banking origin based in Milan that supports the Northern Italian regions of Lombardy and part of Piedmont through social, cultural, environmental and economic development grantmaking activities. The mission of Fondazione Cariplo is to be a resource that helps social and civil organisations better serve their own communities.

### URBAN ENGAGEMENT

Within Fondazione Cariplo, urban issues are integrated across programmes including environment; arts and culture; social services; and scientific research. The foundation's strategy is to anticipate community's emerging needs and find new effective solutions to them.

Fondazione Cariplo's approach to sustainability is aimed at implementing specific and targeted programmes at the local level, in order to spread sustainable culture and behaviours, promote innovative management and efficient use of natural resources, and develop and disseminate knowledge to the private and public sectors.

With particular attention to urban areas and housing needs for low-income people, in 1999 the foundation funded a pilot intervention to test an innovative approach to housing challenges. In 2004, the Social Housing Project evolved to become a new no-profit legal entity, Fondazione Housing Sociale (FHS). The mission of FHS is to promote the growth of social housing and to address the issue of access among the disadvantaged in housing, with the strong view

that social housing is not simply about provision of a place to live but is rather about a way of living in which multiple services are available and an enduring sense of community is built. Due to limited public resources, FHS pioneered an innovative model based on private sustainable and ethical investments with no recourse to free grants. Its approach brought together public and private institutions to develop initiatives in coordination with housing policies. FHS developed the first Italian Real Estate Ethical Fund called *Fondo Federale Immobiliare di Lombardia* (FIL) which was dedicated to social housing and designed to support rent at discounted prices. The success of FIL was used as a basis to set up, at national level, the Integrated Funds System (SIF) by the National Housing Plan. The SIF is built around some key institutional investors (main Italian foundations, insurances, banks, pension funds, etc.), local investors (small local foundations, local public bodies, private real estate investors, cooperatives, etc.) and management companies strictly regulated by the Italian Central Bank. The SIF consists of a national fund of funds (FIA) which invests in local real estate funds in order to build social housing units at affordable prices for families who struggle to meet their housing needs.

The regions in which Fondazione Cariplo works are highly urbanised and face increasing urbanisation pressures. This has implications for the environment which may be conflicting with the need of increasing housing supply. The preservation of green spaces in urban areas and open spaces for agriculture in peri-urban areas are key issues in the environmental strategy. Seeing housing as a key component to quality of life, Fondazione Cariplo and FHS seek to provide an effective response to address this need, paying more attention to re-use of already urbanised areas instead of green fields and development of energy efficient buildings and surrounding community gardens.

## ACTIVITIES

In 2010, Cariplo launched an initiative called *Enhancing Open Space Areas and Urban Green Spaces*. Through a call for proposals, 24 feasibility studies were developed for the conservation of open spaces or a return to the original use of spaces (agricultural, recreational, or natural states), most of which are currently being implemented. The initiative has established inventories of open spaces that are degraded or at risk of being developed. In developing the inventory, the goal was to combat urban sprawl by compiling information to help local public administrators make urban planning decisions that maintain open spaces. Also under this programme area, Fondazione Cariplo supported strengthening local food systems by advocating for the preservation of agricultural land on the peripheries of Milan and exploring commercial possibilities for local agricultural producers in reaching urban markets.

## LEARNING

Fondazione Cariplo has a Grantmaking Assessment Department, through which the foundation evaluates programmes and gain insight to be applied to future endeavours. The foundation believes in having strategic priorities and has a multi-year framework plan that defines its scope of activities. Additionally, the foundation's action plans set out specific project objectives with associated strategies that provide a means to achieving them.

## ACTORS AND PARTNERS

Fondazione Cariplo partners with non-profit organisations, municipalities and provinces in the region, besides universities and research centres.

Fondazione Cariplo collaborates with other foundations through specific networks and is an active member of the European Foundation Centre. Within environmental issues it contributed to establish the European Environmental Funders Group, a network that enables learning exchange and comparing experiences among diverse foundations. Fondazione Cariplo also collaborates with Agropolis Foundation in a joint call for proposals to further the study of local agricultural production of rice and cereals.

## LOOKING AHEAD

Fondazione Housing Sociale is expanding its model throughout Italy. Social housing is a very pressing issue that has now become part of the political agenda, FHS sees room for growth in the residential market. Some of the factors that are influencing the market conditions include loss of household purchasing power, credit and real estate crises, and the weakening of the welfare state. Over the next 15 years, social housing in Italy will become of increasing importance to the residential construction sector and Fondazione Housing Sociale will continue to support housing needs.



## FUNDAÇÃO CALOUSTE GULBENKIAN



The Calouste Gulbenkian Foundation's priorities are to respond to societal fundamental needs through its operations in Portugal, UK, France and African Portuguese speaking countries. The foundation has a tradition of implementing programmes across many areas including arts and culture; education; science; and environment. In addition, there are several programmes related to cities and finding solutions for social problems in urban environments.

### URBAN ENGAGEMENT

The Calouste Gulbenkian Foundation in Lisbon focuses on aging, migrant communities, poverty, school failure and unemployment as critical

national issues. The foundation operates as a connector to develop solutions for progress within communities and at a local level. Sustainability is viewed within the foundation as a tripod that links the economy, the environment and society. The foundation has numerous programmes to improve social inclusion, which is viewed to be particularly critical for the overall sustainability of cities. Noting the increasing global trend towards urbanisation and growing populations in cities, the foundation created a new initiative in 2013 called the Cities Initiative to find solutions for some of the complex social problems that plague Portugal's cities. The foundation seeks to play the role of a thought leader to mobilise efforts and accelerate positive changes in Portuguese society.

### ACTIVITIES

The Calouste Gulbenkian Foundation works to reduce social exclusion to create a more fair and united society. It identifies social inclusion factors and engages with partners to collaboratively determine how to best mitigate risks of social exclusion in Portugal's cities.



Recognising that employment is an important factor in social inclusion, particularly for youth, the foundation is seeking to address this. Educated youth leaving Portugal to find work opportunities in other countries is an issue of national concern. It became apparent that a central factor in the unemployment of the youth is a mismatch in the skills and the education of students and the needs of employers. In response, The Gulbenkian Human Development Programme developed *Movement for Employment* in 2013 in order to respond to the issue. In collaboration with the national government and private sector, *Movement for Employment* connects young people with paid one-year internships. The programme's goal was to provide 5,000 paid internships in two years to unemployed college graduates. The interns received payment for their work partially from the European Union and the remaining amount from the companies which employed them. The foundation has recruited nearly 300 companies into the programme and expects to reach its goal in May of 2015.

## LEARNING

In measuring impact, the foundation engages external commissions and works with the advisory board to determine success. The foundation is encouraged by the success of the *Movement for Employment* programme, but sees the ultimate goal as decreasing unemployment overall. The foundation seeks to continue the dialogue between universities and the labour market so that Portugal can keep talent within the country, with a particular focus on the development of the digital jobs agenda.

## ACTORS AND PARTNERS

In responding to the long-lasting employment crisis, the foundation engaged with the business association COTEC Portugal, the Institute for Employment and Vocational Training, and local universities. Unemployment being a common concern among many European countries, the



Calouste Gulbenkian Foundation is inspired by the work of others in this specific area and welcomes sharing best practices and lessons learned with foundations such as La Caixa, Robert Bosch Stiftung and Fondazione Cariplo.

## LOOKING AHEAD

The foundation's future priorities are focused on continuing to work on social cohesion issues in Portugal. The foundation believes in the importance of sharing best practices and lessons learned through a network of foundations. Other priorities include developing better financial tools to mobilise capital and building better capacity around evaluation and impact assessment across the social sector. Through its newly created Social Investment Laboratory, it plans to continue developing innovative ways to fund social investments.

**"The foundation seeks to play the role of a thought leader to mobilise efforts and accelerate positive changes in Portuguese society."**

REALDANIA



Realdania is a Danish foundation invested in improving the quality of life for all by developing the built environment: cities, buildings, and built heritage. To further this mission, Realdania operates five philanthropic programmes: *Space for Everyone*; *Denmark - Land of Opportunities*; *Innovation in Construction*; *Living Built Heritage*; and *Cities for People*.

## URBAN ENGAGEMENT

*Cities for People* aims to strengthen and develop Danish cities, creating a cohesive, sustainable, and resilient urban environment. The programme is a response to the mass amounts of citizens migrating to cities. The programme seeks to develop diverse, inclusive, and safe urban communities through activities focused on climate adaptation, community engagement, and housing. Other programmes, *Space for Everyone* and *Living Built Heritage*, address urban issues through the design of public spaces and the preservation of historic buildings, monuments, and cultural sites. Sustainability, from Realdania's perspective, comprises three characteristics: environmental sustainability, economic sustainability, and social sustainability. The foundation addresses all three of these aspects within its programme activities.

## ACTIVITIES

One of Realdania's most successful programme activities within *Cities for People* is its work on climate adaptation. The foundation is particularly focused on heavy rain and flooding, resulting in the submersion of urban facilities accompanied by costly infrastructure investments. Realdania

seeks to increase public value for citizens by creating spaces that people can enjoy on dry days in addition to alleviating the adverse effects of large quantities of surface water. Examples of these spaces include large parks, meadows, fields, and skate-park basins. Realdania's success in this area has influenced public policy; leaders within Denmark are willing to value solutions that address both social and environmental sustainability. The next step for climate adaptation initiatives is to look at seawater rise and storms, and its effect on urban infrastructure.

Within *Cities for People*, the foundation is focused on the densification of suburbs as well as engagement strategies for both privately owned and non-profit public housing. Housing associations in Denmark are a powerful factor in Danish society, as they offer the largest source of low-cost housing. Public housing is often the entry point for anyone who needs a place to stay. The problem is as inequality grows and immigration increases, these areas become progressively marginalised and unattractive for the majority of society. Realdania is currently working on strategies to improve this perception.

## LEARNING

Realdania measures impact from a variety of different angles, including predefined performance indicators and goals, though it does not overly emphasise the importance of metrics. A baseline is created at the start of activities to guide programme measurement and key performance indicators are measured along the way. The foundation is increasingly embracing failure as a tool for organisational learning. It is now delving deeper into the examination of project challenges and potential reasons why an activity did not produce the intended result.

## ACTORS AND PARTNERS

Realdania works with a variety of partners including ministries, associations of municipalities, private consultants and global organisations. The



foundation views itself as a catalyst for change, and catalytic partnerships play a large role in Realdania's strategy for achieving impact. The foundation purposefully identifies the core stakeholders to meet its programme needs and engages with these actors to form partnerships. The foundation takes an active role in determining the partnership strategy for each of its philanthropic programmes as it attempts to drive change through demonstrative community projects. Physical projects are partnered with an agenda for advocacy.

While the vast majority of Realdania's work is within the borders of Denmark, its work on climate mitigation is internationally focused. Given Denmark's robust national climate policy, the foundation has sought to work on climate mitigation strategies at the global level. Realdania believes that Denmark's experience with sustainable environmental solutions and the foundation's success with climate adaptation strategies are of use to cities around the world. In 2014, Realdania entered into a three-year

partnership with the C40 Cities Network, funding one-third of its work. The Children's Investment Fund and Bloomberg Philanthropies fund the other two-thirds of the partnership. The foundation has also been a member of the UN Global Compact since 2013.

## LOOKING AHEAD

The next frontier of the foundation's urban engagement will involve developing influence through the C40 Cities Network. As part of this effort, Realdania is supporting the Compact of Mayors, the world's largest cooperative effort among mayors and city officials to mitigate and prepare for the impact of climate change, at the Paris COP21 conference in December 2015. Though it won't be financing the initiative directly, the foundation aims to operate as a co-driver of the rollout, encouraging non-C40 members to sign up to give the Compact more credibility.



Realdania - Stepping Stones, WaterPlus Campaign, © Rune Johansen

## ROBERT BOSCH STIFTUNG

## Robert Bosch Stiftung

Established in 1964, the Robert Bosch Stiftung is one of the major German foundations associated with a private company. It represents the philanthropic and social endeavours of Robert Bosch (1861-1942) and fulfils his legacy in a contemporary context. The foundation conducts programmes in Germany, Europe and its neighbouring countries, the United States and Asia. Its programmes focus on the fields of science, health, international relations, education, society, and culture.

**URBAN ENGAGEMENT**

Urban development is not a main focus area; though the foundation sees societal issues as intensified in the urban space. The foundation's programmes address a variety of urban challenges including demographic change, structural change, growing immigration, and resources shortages. The Bosch Stiftung addresses these challenges on a local, national or international level, according to the specific focus of its projects. The foundation supports both organisations and individuals with the objective to strengthen their self-efficacy.

The foundation is investing in strengthening municipalities through programmes such as *LISA - Professionals Program* and promoting self-responsibility and commitment of senior citizens through mobility programmes like *Little Steps with a Big Impact - Ideas Competition for Improved Mobility in Old Age*. It funds research programmes on improving quality of life for senior citizens (*Change your Viewpoint!*) and supports programmes that strengthen the role

of culture by improving opportunities for social participation (*Actors of Urban Change*). Several programmes, such as *Civic Engagement Requires Leadership*, *Committed City* or *The German Senior Citizens' Award 2015* aim to strengthen community-driven engagement for local urban development and showcase best-practice examples.

The foundation supports a tenure track in sustainable building, as well as projects focused on informal processes in urban areas, like the *(In)formal City Exchange Project between Athens and the Ruhr area* implemented by the Goethe-Institut.

**ACTIVITIES**

The *Actors of Urban Change* programme is implemented in cooperation with MitOst e.V and supports citizens and individuals from the cultural sphere/civil society, the public sector, and the private sector in European cities to initiate cross-sectoral, community-driven projects for urban change. The goal of the programme is to promote sustainable urban development through cultural activities, cross-sector collaboration, and social participation. Currently the project is operational in ten cities across Europe. The foundation received 127 applications from 35 countries.

Projects supported by *Actors of Urban Change* are self-directed endeavours that can either be



Robert Bosch Stiftung - Actors of Urban Change Game © Marcin Pietrusza

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newly created or existing initiatives. Applicants were selected based on the quality and feasibility of their project as well as the composition of their proposed team. After selection, *Actors of Urban Change* provides the teams with financial support to cover the the project costs, as well as support from experts to assist with the process of project implementation. *Actors of Urban Change* organises five international meetings, taking place throughout the duration of the programme, where all participants come together to share their knowledge and experiences from their respective projects. This programme also includes an internship experience, where teams can visit other projects for up to ten days.

An example of a successful project under the *Actors of Urban Change* programme is the project in the Moabit neighbourhood of Berlin. The effort is based in a newly constructed park on the fringes of a densely populated neighbourhood and aims to encourage people to go to the park and make it their own. This is done by reinventing existing cultural formats, like creating a repair cafe where local craftsmen can repair items established together with flea markets and a local currency. In the middle of the park is a formal goods station, transformed into a cultural centre by an artists collective.

Another initiative, *Baladiya - New Approaches to Urban Development*, is implemented by The European Academy Berlin e.V. and opens opportunities for a professional exchange of experiences in the field of local and regional decision-making for urban developers from Tunisia, Morocco, Algeria and Germany.

## LEARNING

The length of foundational support depends on the type of challenge, and the specific objectives each programme is pursuing. Programmes dealing with urban development define individual goals and targets suiting the thematic focuses and programme needs. The foundation aims to create appropriate



conditions to foster innovative solutions and mutual learning. It strives to learn from grantees, and apply this learning to new processes and initiatives. It supports knowledge transfer on a local, regional and international level. For example, *Actors of Urban Change* is working on an online publication to distil project lessons and make them accessible to a wider audience. The programme has also built in feedback loops to incorporate knowledge communicated by participants in internal meetings into its processes.

## ACTORS AND PARTNERS

The Robert Bosch Stiftung supports and works with municipalities; specialists; junior scientists and researchers; organisations in the field of civic engagement; associations; local initiatives/projects; and civil society. It is also collaborating with the private sector through cross-sector and multidisciplinary teams.

Depending on the thematic focus of the projects, the foundation connects directly or through its partners with regional, national and international networks. Grantees are also part of various networks or are building networks themselves. One prominent network the foundation is involved in is the Network of European Foundations for Innovative Cooperation.

## LOOKING AHEAD

The foundation's commitment in the urban context follows the specific challenges it tackles. Its future commitment in this area will depend on the general focus of the foundation's work and the specific needs it will encounter.

## 100 RESILIENT CITIES



100 Resilient Cities (100RC) is an organisation pioneered by the Rockefeller Foundation in 2013. Through this \$100+ million effort, the non-profit develops relationships with global cities to help build resilience. 100RC defines urban resilience as the capacity of individuals, communities, institutions, businesses and systems within a city to survive, adapt and grow no matter what kind of chronic stresses and acute shocks they might experience. By planning together, a city becomes better for all its citizens, in both good times and bad. To date, 100RC has 67 member cities through two waves of application processes.

### URBAN ENGAGEMENT

100RC works with cities to develop resilience strategies, as opposed to engaging in traditional philanthropic grantmaking. In addition to its own team, the organisation invests in “boots on the

ground” consultants to support resilience building. 100RC aims to improve cities’ abilities to rebound from shocks and stresses through holistic planning and resource development.

100RC has recognised trending challenges faced across its network of cities. Population increases have been rapid in many cities, putting pressure on infrastructure and the environment. Additionally, climate change stresses social, fiscal and political systems. 100RC believes increased connectivity between cities offers opportunities, but also creates interdependencies, which must be addressed.

### ACTIVITIES

In its first two years, 100RC has worked to educate potential and new city partners on resilience goals and strategies. Through its formal relationships with city partners, 100RC delivers four primary means of support:

- 1 Funding to hire a Chief Resilience Officer (CRO)
- 2 Support to develop a City Resilience Strategy
- 3 A platform of services to support strategy implementation
- 4 Access to the peer-to-peer CRO network through 100RC membership

29 Chief Resilience Officers (CROs) have been hired within member cities. These CROs work within their municipal government departments to direct resiliency planning efforts, and act as the primary liaison between the member city and 100RC.

Annual CRO summits, such as the 2014 Summit in New Orleans, allow for investigation into urban challenges and respective innovation techniques and strategies. These sessions facilitate CRO focus on a single city, but also provide space for peer-to-peer learning.

100RC facilitates a steering panel committed to ensuring programme alignment to CRO needs. It hosts webinars covering topics related to resilience, such as the science surrounding natural hazards like





flooding and drought, or examination of financial conditions which come into play when preparing for or responding to a natural disaster.

100RC operates as both a grantmaker and as an operational partner. Yet, the organisation seeks to shift focus away from its position as a funding agent. With the exception of the funded CRO position and some ancillary funding, the organisation seeks to at the City level and through its Platform Partner arrangements, which facilitates linkages between members and external resources.

## LEARNING

100RC facilitates sharing of information within and outside of their network of cities. It received membership applications from over 700 cities in the first 2 rounds of selection. Numerous applicant cities recently experienced tests of resilience, as 73% noted major shocks in the past 10 years. Additionally, many noted that they were not in a “most prepared” state for their identified major shock risks. Top stresses identified by applicant cities were “aging infrastructure”, “drought and water shortage” and “environmental damage and pollution”.

Subject matter experts and CROs have been leveraged to develop formal systems of support in building resilience tools as well as measurements to determine success. The organisation has

implemented the City Resilience Framework tool, in conjunction with Arup, a multidisciplinary development firm, to better understand city resilience. This tool contributes to the organisation's yet-to-be-released *City Resilience Index*.

## ACTORS AND PARTNERS

Current Platform Partners of 100RC include ICLEI, UN HABITAT, the World Bank, Veolia and a number of other public and private sector thought leaders. A proponent of partnership across sectors, 100RC works to develop the growth of the marketplace to further develop resilience building efforts.

The private sector is encouraged to consider its own resilience measures. For example, the Toyota Motor Corporation benefited from such a strategy prior to 2011, when the Tohoku earthquake and tsunami devastated the northeast coast of Japan. Because of its preparedness efforts, the automaker was able to quickly respond to the disaster.

Additionally, 100RC believes private industry can play a significant role in the development of products and services to enhance municipal resilience building efforts to b. 100RC cites the work of Palantir, a data analysis software company, as an example of such shared value. Palantir has been working with the 100 RC city of Norfolk, Virginia to integrate multiple existing City datasets into a streamlined view of data. This data integration will allow City decision makers to develop more holistic solutions around city planning and development.

## LOOKING AHEAD

100RC will grow with new member cities. Increased membership will be paired with additional tools of support and measurement. 100RC does not seek to predict the next major disaster or crisis, but aims to support the efforts of its members to be able to absorb the impacts of such events. Expanding the network will benefit both existing member cities and new cities that can learn from resilience planning.

## THE CHARLES STEWART MOTT FOUNDATION



The Charles Stewart Mott Foundation, established by automotive pioneer Charles Stewart Mott, is a private philanthropy that supports non-profit programmes throughout the United States and, on a limited geographic basis, internationally. Grantmaking is divided into four programmes: *Civil Society*, *Environment*, *Flint Area*, and *Pathways to Opportunity*. The foundation is based in Flint, Michigan with additional offices in metropolitan Detroit, Johannesburg, and London.

### URBAN ENGAGEMENT

The Charles Stewart Mott Foundation's urban work is focused on Flint, Michigan. It believes that while megacities are important focal points, there must also be a dialogue about struggling cities that are attempting to find the right niche in the new economy and the new global landscape. Similar

to many areas in the United States, the Flint area continues to face significant economic and social challenges particularly in the areas of business, education, and housing. The foundation believes that many of these challenges are a consequence of broad national and global changes. The foundation is specifically concerned with how the city of Flint can stabilise and obtain the right civil infrastructure to sustain the urban community.

The foundation concentrates on social issues that directly affect the Flint community, referring to this approach as "organic redevelopment" - making decisions based on what makes sense for citizens first rather than concentrating on large, unsustainable capital investments. The foundation defines urban sustainability as a combination of environment, social, and financial factors.

### ACTIVITIES

The foundation's urban activities are organised into four grantmaking areas: arts, culture, and education; economic revitalisation; strengthening community; and special initiatives.

The foundation has experienced success in its economic revitalisation programme area,

CS Mott Foundation - Flint Farmers' Market moved to renovated facilities in 2014 and became a key anchor in an emerging "Health and Education" district



much of which has been focused on downtown redevelopment activities. Downtown Flint is viewed as the core of the city, and the foundation has helped to bring it back to a place of prominence, as opposed to 15 years ago when there were only one or two buildings in good condition. The foundation has invested \$120 million in downtown Flint over the past 10 years. The foundation has successfully supported over a dozen small businesses to open in the area, attracted larger firms to relocate to the area, and spurred an increase of young professional renters moving into downtown lofts.

To promote sustainability, the foundation supports market-based redevelopment as opposed to subsidised redevelopment, ensuring that every dollar invested has economic value. It is also working to improve government and social services to ensure their self-sufficiency, building a city that is able to deliver services without external support. To achieve this, the Mott Foundation provides capacity-building grants and supports consulting analysis for the improvement of public service agencies.

The foundation believes that arts and culture are essential for urban community building as well as to attract and sustain residents. In 2014, it awarded more than \$5 million to the Flint Cultural Center Corporation, the Flint Institute of Arts, and the Flint Institute of Music. The funds enabled the entities to offer additional free and low-cost activities, host community events, and expand outreach services to local schools.

## LEARNING

The foundation is interested in determining the balance of services for people in need from a social and economic standpoint. It is continuously exploring how to provide amenities and services to attract people to live in the city of Flint, while simultaneously providing assistance for citizens most in need of support. This requires a certain amount of intuition when evaluating programmatic investments. The foundation is highly specific in

terms of grant-based accountability, requiring data on inputs and outputs, as well as outcome data. However, it is more difficult for the foundation to track its long-term impact and to determine how its programmatic investments have improved Flint overall. For this reason, the foundation is less stringent on obtaining hard metrics and often uses narrative-based evaluation.

## ACTORS AND PARTNERS

The Charles Stewart Mott Foundation operates as a grants-management entity as well as an advisor. While the foundation is not implementing programmes, it is heavily involved in partnership building, which is used to strategically direct investments. The foundation is committed to funding entities that support a well-functioning city and maintains transparency about its interests and focus areas for the benefit of potential grantees and partners.

The foundation looks to other economically depressed cities, such as Asheville, North Carolina, for potential urban investment strategies. Think tanks also play an important role in providing large-scale ideas that the foundation can put into practice through finding local partners and implementers. It generally works with centrist think tanks, like the Aspen Institute, the Hudson Institute and the Brookings Institute, funding work on specific urban policy research.

## LOOKING AHEAD

The Charles Stewart Mott Foundation plans to continue its investment in local, home-grown industries as well as its support of the economic and social revitalisation of the city of Flint. The foundation has identified that returns on investments in education have been difficult to achieve and citizens are often choosing to send their children to suburban schools, rather than settle in Flint. The Mott Foundation is examining its strategy around improving kindergarten through twelfth grade education throughout the city.

## THE GERMAN MARSHALL FUND OF THE UNITED STATES



The German Marshall Fund of the United States (GMF) strengthens transatlantic cooperation on regional, national, and global challenges and opportunities in the spirit of the Marshall Plan. Founded in 1972 as a non-partisan, non-profit organisation, GMF contributes to research and analysis, convenes leaders on transatlantic issues, develops rising leaders, and supports civil society in the Balkans and Black Sea regions. Its collaborative role is a trait valued across the organisation and evident across its many programmes.

**“GMF engages with city partners to foster democratic initiatives, the rule of law, and regional cooperation.”**

### URBAN ENGAGEMENT

GMF’s *Urban and Regional Policy (URP)* activities develop the capacity of local leaders and practitioners in the United States and Europe by facilitating the transatlantic exchange of knowledge for building inclusive, resilient, and globally engaged cities. These efforts are carried out through research, convening and the development of networks, where communication and collaboration are encouraged between city officials, private sector leaders, and other stakeholders in civil society. GMF does not directly fund city initiatives, but instead leverages a cooperative approach with cities to drive change.

### ACTIVITIES

URP focuses on several key activities: multi-year peer-to-peer learning programmes under the themes of *Sustainable & Liveable Cities* and *Innovative & Inclusive Cities*; *Urban Fellowships for practitioner research*; and the *Bilbao Urban Innovation and Leadership Dialogues (BUILD)*, a small conference focusing on leadership development and urban policy.

There are several multi-year initiatives under the *Sustainable & Liveable Cities* theme, including the eight-year old *Transatlantic Cities Network (TCN)*; *Cities in Transition* Initiative; and the *Strong Cities, Strong Communities Leadership Program*. These initiatives share a common DNA of transatlantic peer-to-peer learning and network engagement. Rather than adopting plug-and-play solutions, GMF seeks to create an environment of learning and adapting best practices to unique local conditions. A featured activity under this theme is the *Dialogues for Change (D4C)* initiative. This ongoing programme convenes representatives from three German and three US cities to discuss methods of civic engagement in urban planning practices. Partners in this initiative include the US Department of Housing and Urban Development; the German Federal Ministry for the Environment; and the German Federal Institute for Research on Building Urban Affairs and Spatial Development, and participating cities (Baltimore, Flint, and Memphis) and Germany (Bottrop, Leipzig, and Ludwigsburg).

A current example of peer-to-peer learning under the *Innovative & Inclusive Cities* theme is the METROS Initiative. Cross-sector representatives from four southern European cities (Torino and Genoa, Italy; Bilbao, Spain; and Thessaloniki, Greece) convene in regular workshops to discuss and collaborate on regional economic development topics, including entrepreneurship, governance, and sector specialisation.



Independent, practitioner research is supported through GMF's *Urban Fellowship* programme. In its eighth year, the programme provides travel stipends to mid-career professionals for three- or four-week research periods. These fellowships help practitioners explore a policy question by researching approaches from other transatlantic cities and adapting what they learned to their home city.

## LEARNING

GMF approaches its work through a "three Cs" paradigm, valuing the themes of connecting, coaching, and championing. This framework supports goals to support peer learning, the facilitation of information exchange, and the sharing of leading practices.

To measure success, GMF looks at impact across three levels - individual, programme and across its transatlantic partnership network. At the first level, the institution considers the development of an individual's expertise in relevant subject matter, as well as their capacity to lead and develop networks. At the programme level, the institution measures the depth of engagement and outcomes to peer learning on specific policy issues. Finally across its network, GMF considers the durability and diversity of its transatlantic network.

GMF considers its learning experience as fluid. As the facilitator of information exchange, it must be flexible, varying partner needs and perspectives. Programmes are regularly evaluated and lessons are regularly shared across the GMF network.

## ACTORS AND PARTNERS

URP collaborates with a wide cross-section of public, private, and philanthropic actors as both thought-partners and funders of its initiatives. In facilitating partnerships and dialogue, GMF and its partners look for opportunities to cross-pollinate ideas. For example in early 2015, GMF collaborated with the City of Philadelphia, the William Penn Foundation,

and Drexel University's Lindy Institute for Urban Innovation to host over a dozen transatlantic experts to exchange strategies on the adaptation of Philadelphia's obsolete industrial space. Two months later, URP led a similar effort in Detroit with the Kresge Foundation and Detroit Future City. While these two cities have very different contexts and objectives for industrial site reuse, there were many parallel lessons learned from successful US and European examples that are informing strategies in both cities.

## LOOKING AHEAD

In line with its core values, GMF will continue to engage cities motivated to cultivate and leverage transatlantic dialogue on its core themes of *Innovative and Inclusive Cities* and *Sustainable and Liveable Cities*. In addition, URP will identify emerging issues that are ripe for transatlantic dialogue and leverage synergy with other GMF programmes; these include security and resiliency, as well as energy security and climate policy. The institution sees these issues impacting cities and will continue to work with experts and stakeholders in considering these priority topics at the local and global levels.

GMF is motivated to champion the successes of its network partners. In the future, continued emphasis will be placed on the sharing of lessons learned across this space.



## FORD FOUNDATION



The Ford Foundation is committed to societal advancement through inclusion. The New York City based foundation's core values include: Strengthen democratic values, Reduce poverty and injustice, Promote international cooperation, and Advance human achievement.

### URBAN ENGAGEMENT

The Ford Foundation's Metropolitan Opportunity team explicitly focuses on the city, establishing that "equitable access to safe, affordable housing, efficient transportation, and good jobs is fundamental to building prosperous metropolitan areas." The foundation sees itself as not solely

a funder, but as a connector, helping partners network to leverage shared resources.

Collaboration takes place internally as the Metropolitan Opportunity team works with other internal programmes to address shared issues. Urban issues receive interdisciplinary attention from the Ford Foundation, resulting in efforts where multiple teams may work towards shared goals. Thus, while an issue may be undertaken by the Metropolitan Opportunity group, input is gathered from other divisions within the foundation such as the Human Rights and Sustainable Development divisions.

### ACTIVITIES

The Ford Foundation's city-focused initiatives include: *Expanding Access to Quality Housing*, *Promoting Metropolitan Land-Use Innovation*, *Connecting People to Opportunity*, and *Just Cities*. Within these four initiatives, the foundation supports a number of efforts promoting inclusion, equity and innovation in the urban environment.



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In *Expanding Access to Quality Housing*, the Ford Foundation supports the development of homes that are linked to public transit, employment opportunities, and schools. Additionally, it supports expanded housing tenure and finance systems that support affordable housing.

The Ford Foundation works towards revitalising struggling urban areas in order to achieve stability throughout the United States. This effort, through *Promoting Metropolitan Land-Use Innovation*, develops innovative land use, community planning, and infrastructure development strategies to help cities make better uses of land.

In its *Connecting People to Opportunity* initiative, the Ford Foundation supports research and advocacy in the United States on issues related to access, such as public transit funding. At the local and regional level, the foundation supports coalitions that work towards sustainable economic development.

The foundation targets spatial areas that drive metropolitan growth including urban planning, housing and transportation infrastructure through the *Just Cities* initiative. In these areas, Ford Foundation considers social inclusiveness in the urban environment through its grantmaking. For example, it has funded efforts in participatory mapping, slum upgrading initiatives, transit-oriented development, and poverty reduction.

## LEARNING

Grantees often provide metrics that the Ford Foundation adopts and shares for use in other programmes. The foundation supports this exchange and has institutionalised the practice internally through the dissemination of post-initiative reporting. Reports are compiled to highlight successes, as well as mistakes of the initiatives.

The Ford Foundation supports efforts to share experiences externally as well. The foundation is



a major founder of SDGfunders.org, in support of transparency and greater effectiveness across philanthropic groups and thought leaders. The platform will help direct collaboration on the post-2015 global development agenda goals and processes. The foundation is also a major funder of the Foundation Center. Through collaboration, the foundation seeks greater impact through shared, focused, and strategic engagement in society.

## ACTORS AND PARTNERS

The Ford Foundation works with many partners to engage on social issues in the urban environment. Efforts with the Foundation Center, the Funders' Forum on Sustainable Cities, the United Nations Development Program, ICLEI - Local Governments for Sustainability and other United Nations programmes and the Columbia Sustainable Solutions Network all aim to address global issues that are being considered in the post-2015 global development agenda goals.

## LOOKING AHEAD

The Ford Foundation will continue to work on programmes which may not yield the strongest social return on investment, but are linked to its core values. For example, supporting voting rights constitutes an initiative that yields poor, short-term results in the face of significant social and political opposition. However, the foundation has committed to continue engaging in such efforts, as social justice values demand Ford's continued attention.

The Ford Foundation considers its engagement with the post-2015 agenda as a means to engage with visionaries on the frontlines of social change worldwide.

## MACARTHUR FOUNDATION



The John D. and Catherine T. MacArthur Foundation operates across more than 50 countries supporting the defence of human rights; global conservation and security; urban revitalisation; and expanded access to and use of technology. The foundation is based in Chicago, Illinois and while it focuses significant effort in international programmes, its US programmes explicitly seek to address *Community and Economic Development, Housing, Juvenile Justice, and Digital Media and Learning*.

### URBAN ENGAGEMENT

Much of the work that the MacArthur Foundation does in cities is directed through its *Community and Economic Development* programme. The foundation approaches city growth and associated challenges through improvement efforts at the neighbourhood level, targeting especially those that are at risk of disinvestment and associated issues of violence, unemployment, poor public health, and lagging schools. Addressing issues at this scale, as opposed to the city as a whole, the

foundation aims to build equity across the city and to connect neighbourhoods to the larger economy.

### ACTIVITIES

Issues in the urban setting, including those identified above, are often highly complex and cannot be solved by single stakeholders or through short-term measures. In its Chicago-focused initiatives, the MacArthur Foundation leverages partnerships to engage in innovative cooperative engagement.

Long-standing efforts within Chicago neighbourhoods have established MacArthur as a committed partner in addressing urban challenges. Initiatives such as the "New Communities Programme", "How Housing Matters", and "Smart Chicago" are funded through the *Community and Economic Development Programme* and represent MacArthur activities that are framed through specific issues.

The *New Communities Programme* (also known as the "Partnership for New Communities") linked 16 Chicago neighbourhoods through cross-sector partnerships and focused on workforce development and economic revitalisation. The MacArthur Foundation invested more than \$50 million in this programme from 2001 - 2012. Other partners contributed significant time and money to the project as well, resulting in job creation for public housing residents (5,000+ jobs created).



Workforce development programmes were instituted and institutions such as the Bronzeville Community Market and the Near West Side Chamber of Commerce were reinstated through the programme.

The *How Housing Matters to Families and Communities* programme evaluated the connection between affordable housing on social and economic conditions in communities. The five-year programme combined research on housing issues with partnerships with the City of Chicago to address housing challenges such as affordability and foreclosure, and related issues such as school performance, health, and economic development. Leveraging Chicago as a laboratory and a model, these efforts have continued under the guidance of the Urban Land Institute Terwilliger Center for Housing.

The Urban Institute, through the MacArthur Foundation's support, runs the National Neighborhoods Indicator Partnership (NNIP). This initiative connects more than 30 American cities and focuses on policymaking and community building at the neighbourhood level and leverages data and research to inform urban policies.

MacArthur's focus on technology is embodied in its support of "Smart Chicago". Smart Chicago is a civic organisation devoted to improving lives through technology. Cooperative support from MacArthur, the City of Chicago, and the Chicago Community Trust help Smart Chicago address the social issues mentioned above through the Internet, connecting communities to information and communication, providing Internet access and training, and supporting app and web open-source code development that links the civic community with the city.

MacArthur sees technology's role increasing in importance within cities and will continue to support measures such as NNIP and Smart Chicago.

## LEARNING

The MacArthur Foundation commits itself to leveraging data and research within its programmes to determine the effectiveness of its initiatives. The foundation measures milestones achieved by grantees and is a proponent of sharing its experiences with other parties committed to similar values, such as its own of "building a more just, verdant, and peaceful world".

Performance measurement approaches vary by project, but the foundation is highly focused on outcomes. For example, evaluation of the New Communities Programme measure indicators like changes in adoption of broadband, use of the Internet to obtain jobs, and reduction of violence in neighbourhoods.

The foundation monitors the expected outcomes of all its grants through grantee reports and interactions with grantees. It also evaluates programme components and initiatives across its *Community and Economic Development* portfolio. Partnership with MDRC, a policy research firm, has led to increased comprehension in these approaches and leverages the same data and research tools promoted in its grantmaking to increase productivity through information technology.

## ACTORS AND PARTNERS

The MacArthur Foundation has well-established relationships with the Chicago Community Trust and the City of Chicago. It seeks to continue building its broader network to continue to share the successes of its Chicago initiatives with international partners.

## LOOKING AHEAD

In addition to a continued focus on issues such as technology, housing, education and violence, the MacArthur foundation will be further examining climate change. As is the case today, issues involving climate change are numerous and interlinked, and the foundation sees partnership and a focus on neighbourhoods as means of engagement.

## SURDNA FOUNDATION



The Surdna Foundation, based in New York City, is a private funder focused on building just and sustainable communities across the United States. The foundation directs its efforts through three major programmes - *Thriving Cultures*, *Sustainable Environments*, and *Strong Local Economies*.

### URBAN ENGAGEMENT

While the foundation doesn't discern between urban and rural locales in its programming, its efforts are largely based in the urban environment, as the Surdna Foundation seeks to make cities better and more inclusive. Programmes such as *Strong Local Economies* provide an opportunity for focused philanthropy that values equity and inclusion. This programme helps develop local businesses owned by minority groups, women, and immigrants and supports alternative business models, including employee-owned cooperatives and social enterprises. The programme supports efforts to improve job quality in low wage sectors as well as initiatives that promote strong leadership in these communities.

### ACTIVITIES

The Surdna Foundation ensures that research and data analysis support grantee activities and goals. If information is lacking pre-investment, the foundation invests in third-party research with institutions such as the University of California-Berkeley, Duke University, University of Southern California, and MIT.

Through the foundation's support, the non-profit organisation LAANE, based in Los Angeles,



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California, established the Jobs to Move America Coalition. This effort has created local jobs that are accessible to minority communities, the under-employed and veterans. The project advocates the establishment of local employment contracts and procurement when transit infrastructure projects are established in US cities.

The foundation is also supporting the work of the Mission Economic Development Agency (MEDA), based in Minneapolis, Minnesota. This non-profit organisation works to support the growth of minority, women, and immigrant-owned businesses. Surdna Foundation has partnered with MEDA in the Central Corridor Funders Collaborative to strengthen community advocacy promoting access to light rail, and community-owned business development along the transit corridor. MEDA has worked at the local, state, and federal levels to gain contracts for local business in transit development. Its work has also led to station planning in disinvested neighbourhoods, promoting equity in transit development.

### LEARNING

The Surdna Foundation works closely with grantees to determine project effectiveness. Analysis takes place through both quantitative and qualitative modes. However, most learning for the foundation happens in its on-site visits. Through grantee and

community engagement, the foundation is better able to assess progress and needs of grantees, and can better assist these partners in network building and resource development.

The foundation is sensitive to potential unintended societal consequences that can be caused through philanthropic giving, in line with its commitment to social inclusion. An example includes a light-rail project that promotes traffic reduction. While the project may appear to improve sustainability, potential displacement of low-income residents presents a consideration the foundation aspires to address prior to funding an initiative. Additionally, the foundation strives to fund organisations that promote social inclusion through service delivery, but also within their own organisational leadership structure.

## ACTORS AND PARTNERS

The Surdna Foundation has partnered with the German Marshall Fund of the United States to engage in dialogue on urban innovation with city partners in the United States and Europe through the GMF's *Cities in Transition* programme. The dialogue featured varying perspectives on urban investment and economic development across differing political structures. Partnerships

**"The Surdna Foundation is a private funder focused on building just and sustainable communities across the United States."**

established with funders, cities, and grantees allow the foundation to develop relationships that strengthen current and future programmes.

Within the organisation, Surdna's Strong Local Economies team works with their counterparts in *Thriving Cultures and Sustainable Environments* on many initiatives. While each group has a lens through which they see programmes, cooperative engagement allows the foundation to maintain balance across its core values.

## LOOKING AHEAD

The Surdna Foundation will continue to support economic development in cities. While it has moved away from place-based philanthropy in recent years, cities will continue to receive support, as efforts in the urban space provide substantial opportunity for social progress.



MEDA - Media Training Class

FUNDACIÓN AVINA



Fundación Avina is a Latin American foundation that works towards advancing sustainable development by identifying opportunities for systemic change and connecting people and institutions with a shared agenda. In 20 years, the organisation has acted as a network builder, developing an “impact platform” that supports collaborative processes among entrepreneurs, companies, civil society organisations, academia, and government institutions. Avina operates with 80 experts covering 21 Latin American countries, with a local team in 15 of them.

## URBAN ENGAGEMENT

Avina works to consolidate and strengthen cities that promote equity, while respecting nature's limits. Its work has focused on strengthening citizen movements throughout Latin America to support sustainable development in a modelling approach to nurture solutions with potential global reach. The organisation has promoted the generation of strategic information, participation, transparency and social control through national and regional citizen movements. In 2015, after reaching significant scale in this area, Avina is

Fundación Avina - La Paz, Bolivia

refining its strategy in order to deepen its work on the promotion of equity and sustainability in urban areas. This responds to its interpretation of sustainability: to guarantee basic human rights and dignity respectful of nature's limits through articulated work in democracy, equity, and environmental management.

## ACTIVITIES

The *Sustainable Cities* agenda was developed to improve the quality of life and promote equality in Latin American cities. Through a regional network of citizen movements monitoring and advocating for public policies and corporate practices, it attempts to transform cities into public goods that offer opportunities for all.

In past years, the initiative developed networks in over 70 cities over 10 Latin American countries, reaching significant scale. These networks have been instrumental in their ability to influence the policy agenda towards inclusive, sustainable urban public policies thanks to more accurate information (indicators), participation and social oversight. One key element of this process has been the design and implementation of legislative ‘goal plans’ for Mayors in countries like Argentina, Colombia, Brazil, Paraguay and Peru. Today, more than 40 cities are managed by goal plans, representing around 35 million of Latin Americans.

In 2014, Avina partnered with UN-Habitat and CAF-Development Bank of Latin America to support the study “Construction of More Equitable Cities: Public Policies for Inclusion in Latin America”. It included data on inequality in over 300 cities in the region, and found that despite positive trends in inequality reduction in recent years, Latin American cities are among the most unequal in the world.

Finally, Avina and its partners also work in approximately 80 cities in 15 countries to promote the socio-economic inclusion of waste pickers. Moreover, the organisation has contributed to





climate compatible urban policies, and territorial management in the Amazon and Gran Chaco.

## LEARNING

Avina's core vision and working method allow experimenting and innovation on a regular basis. It engages with different actors and encourages them to develop and promote social and technological innovations oriented towards changing the status quo. Avina sees opportunities to accelerate learning processes that help provide its partners with relevant knowledge to replicate, adapt and disseminate processes and methodologies in a more effective way.

Avina's, impact measurement approach considers both number and scale. Avina defines three different levels in order to assess the scale of the outcome, according to the fulfilment of the following criteria: degree of Avina's contribution, number of sectors involved (public sector, business, civil society), number of people impacted, and resources mobilised. Each regional programme drafts an annual operative plan, which is expanded into a five-year strategic plan. Impact assessment is performed on a yearly basis, comparing the planned and actual outcomes. Every large-scale impact (outcomes that reach more than one million people) is validated by an endorsement letter provided by the local partner responsible for the project or action. Each programme's major outcomes are reported every year in the Annual Report. Progress both in terms of outputs and outcomes is registered in an online customer relationship management platform that Avina has for strategic planning, communications and networks' databases.

## ACTORS AND PARTNERS

Avina's network of partners is now formed by more than 4000 people and institutions and is one of its major strengths. Co-investors in its *Sustainable Cities* initiative include UN-Habitat, OAK Foundation, Arapyau Institute, Climate and Land Use Alliance, Latin American Regional Climate Initiative (LARCI),



and IBM. Together with IDB, Coca Cola, Pepsico and Red Lacre, Avina is also part of the Regional Initiative for Inclusive Recycling- IRRl. Additionally, Avina collaborated with Deloitte, Ethos Institute and Instituto Arapyau in implementing the Social Progress Index at a subnational level in Brazil.

Valuing a global perspective, Avina developed a Global Relations Strategy to link Latin American allies with international networks and institutes, succeeding in developing significant partnerships. Some of the global influencers for Avina are ICLEI, the United Nations Framework Convention on Climate Change (UNFCCC), and the Rockefeller Foundation's 100 Resilient Cities programme.

## LOOKING AHEAD

With inequality as a primary concern, Avina will continue to mobilise efforts to consolidate and scale up city initiatives that promote equity and dignity while respecting the nature's limits. Avina is working to expand collaborative efforts to: i) address climate change impacts on urban areas, especially for vulnerable areas; ii) promote the transformation and revitalisation of the Public Space; and iii) scale up the use of goal plans, technologies for social change (TSCs) and other tools for participatory governance at the regional level. Additionally, Avina sees the UN-Habitat III conference coming to Quito, Ecuador in 2016 as a unique opportunity for opening up dialogue between Latin American organisations and global actors, and influence the New Urban Agenda.

## FEMSA FOUNDATION



The FEMSA Foundation is a corporate foundation established in 2008 and headquartered in Monterrey, Mexico. Working in 25 cities across Latin America, it seeks to create social, economic, and environmental value.

### URBAN ENGAGEMENT

The philosophy of the FEMSA Foundation is to further social investment through research and capacity building. It pursues two main objectives - promoting health and nutrition, and supporting sustainable development of water resources. The foundation works to ensure that upgrades remain viable beyond its investment, where communities can support systems established through foundation efforts. The foundation's focus

on watersheds is aligned with its commitment to sustainability. This effort has a direct impact on cities and as such, 25 Latin American cities are currently targeted through the foundation's work.

### ACTIVITIES

The FEMSA Foundation is currently developing an index of regions throughout Latin America that are most at-risk concerning water security. A great deal of work focuses on Monterrey specifically, a city which is facing risks of both flooding and drought. Mitigating these risks requires the organisation to incorporate water security and risk management into its strategic activities. This approach takes into account climate change and involves scientific research, which is a significant component of the foundation's development strategy.

The foundation is also engaged in water utility, addressing cities individually to determine needs and devise local solutions. For example, in 2013 the foundation supported the establishment of the Monterrey Water Fund in conjunction with universities, companies, civil society organisations and government institutions. The goal of the fund





was to protect the city's water resources, which serve over four million residents in the metropolitan area. FEMSA supported a similar water fund in Chiapas, the Water Seed Fund, in order to increase water quality.

## LEARNING

As a corporate foundation, FEMSA brings business-based practices and skills to its social impact efforts. These practices help to reduce uncertainty by identifying risks and increasing the likelihood of success. The foundation is highly focused on developing scientific research and making strategic investments that considers the best use of resources. They have used forecasting techniques in their WASH interventions and have found that expected effects can be quantified and described. An additional means to reduce failure and to stay away from ideological debate is to communicate clearly the scientific research to stakeholders. The organisation finds that scientific data allows stakeholders to better share identified issue definition and to find common solutions.

## ACTORS AND PARTNERS

The FEMSA Foundation teamed up with The Nature Conservancy, the Inter-American Development Bank, and the Global Environment Facility in the creation of the *The Latin American Water Funds Partnership* to promote and finance conservation projects in seven

Latin American countries. *The Water Center for Latin America and the Caribbean* is a joint initiative between the FEMSA Foundation, Inter-American Development Bank and Tecnológico de Monterrey which focuses on applied research for the sustainable use of water. The Bill and Melinda Gates Foundation has influenced FEMSA's impact measurement model. FEMSA's local efforts involve municipal stakeholders, scientists and researchers as well as international parties such as those mentioned above.

**"[The foundation] pursues two main objectives - promoting health and nutrition, and supporting sustainable development of water resources."**

## LOOKING AHEAD

The FEMSA Foundation sees opportunities in the future to leverage social media and the Internet in developing citizen-government communication. They see possible change agents in communities, through youth and student engagement. The ability of governments to tap into citizen capacity is something that the foundation would like to explore as an approach to create more sustainable cities.

## INSTITUTO ARAPYAU



Instituto Arapyau works in Brazil and internationally on issues across three strategic areas - knowledge, mobilisation, and leadership. Through financial support and a relationship-building approach, the institution promotes urban progress and sustainability. Instituto Arapyau trains leaders and change agents across sectors to encourage innovative and creative solutions to social issues, while embracing entrepreneurship and risk taking.

**“Instituto Arapyau trains leaders and change agents across sectors to encourage innovative and creative solutions to social issues, while embracing entrepreneurship and risk taking.”**

### URBAN ENGAGEMENT

Arapyau links organisations across public, private, and non-profit spaces that typically work alone. Such collaboration between distinct organisations is not a cultural norm in Brazil. Creating a new “time-space” (or Arapyau in *Tupi-Guarani*) where prosperity and sustainability are achieved is what motivates much of the foundation’s work.

The foundation began its *Cities and Territories 2.0* Programme in May 2014. Arapyau believes that to determine solutions to a problem or a



Fundación Avina - La Paz, Bolivia

challenge, dialogue must be paired with strategic engagement. Incorporating a culture of exchange and cooperation across institutions is seen as a long-term endeavour. *Cities and Territories 2.0* is already delivering examples of collaborative action and is generating a lot of enthusiasm..

### ACTIVITIES

Arapyau acts as coordinator and facilitator of the *Cities and Territories 2.0* Programme, being explicitly responsible for developing synergies across the ten-member network. Exercises encourage inter-group interaction and the leveraging of partner strengths. In pursuing fair, democratic, and supportive governance systems, *Cities and Territories 2.0* efforts include: definition of local and national problems and issues; research and investigation into political and social conditions; mobilisation of social and political leaders and organisations; and establishment of participatory governance through the development of innovation labs.

Technology is seen as a key means of sharing information and facilitating dialogue on social and political issues. Efforts like *Cities and Territories 2.0* focus on ways to make citizen engagement easier and more accessible. Greater budget transparency is achieved through applications such as “Eyes on Goals”. Through Rede Nossa São Paulo (“Our Network São Paulo”), partners have created a website and the mobile app “Monitoring the City”

that provides citizens portals to access, engage, and influence city government activities.

## LEARNING

Arapyaú values innovative work approaches and accepts that with new programmes, there will inevitably be some incidents of failure. In spite of this, it embraces the opportunity to work with grantees on progressive initiatives and in new spaces. Arapyaú has incorporated steps to learn from mistakes made in development work in order to reduce the likelihood of repeating such events. The foundation measures effectiveness across programme timelines through evaluation of 13 separate indicators (quantitative and qualitative) to determine levels of success. Such measures are also incorporated into grantee proposal requirements, ensuring that partnerships develop with definitions, metrics, and goals established from the outset.

## ACTORS AND PARTNERS

Instituto Arapyaú partners with multiple organisations within Brazil that are currently calling for new processes to be adopted in cities. The *Cities*

and *Territories 2.0* partnership involves the Avina Foundation, city government officials and NGOs in São Paulo and around Brazil.

Participation in events such as “The International Conference on Sustainable Cities - Innovative Public Policies” allows Instituto Arapyaú to embody the role of facilitator internationally. This third gathering of municipalities in April 2015 in Brasília, Brazil allows for continued engagement on the topic of sustainable development.

## LOOKING AHEAD

Instituto Arapyaú will continue to operate at the city and international level. The foundation sees continued activity needs across technology, security and education. It aims to participate in ongoing dialogue regarding sustainable development. Facilitating cooperative action remains an important objective, and Instituto Arapyaú will pursue its long-term strategy to influence Brazil's institutional culture, helping organisations work together to achieve shared goals.



## THE ASIA FOUNDATION



### The Asia Foundation

The Asia Foundation is a non-profit international development organisation that addresses critical issues across Asia. Headquartered in San Francisco, U.S. with offices in 18 Asian countries and in Washington D.C., the organisation works with public and private partners. The Asia Foundation leverages its 60 years of experience in Asia to work on critical issues including conflict management, counter-corruption, decentralisation and local governance, and civil society development.

#### URBAN ENGAGEMENT

The Asia Foundation has recently brought new focus to cities and urban development across Asia. Economic growth in Asia is led by cities, and rapid

urbanisation has resulted in nearly half of the Asia-Pacific population living in cities today. The Asia Foundation sees urban governance as underpinning challenges to inclusive growth and considers improving transparency in governance to be critical to achieving sustainable urban development (including management of natural resources). Through its *Governance and Law* programme, The Asia Foundation partners with diverse actors to develop tools to increase equitable access to service delivery, support revenue generation, and improve urban resilience. The Foundation works with municipal governments and citizens to improve service delivery by helping citizens advocate for their own needs and by supporting governments to recognize and provide for those needs.

#### ACTIVITIES

The *Urban Governance Initiative* was established in April 2014 to develop new strategies to respond to rapid urbanisation in Asia. In the first phase of the Initiative, the Foundation collaborated with specialists in Sri Lanka, Vietnam, and India to explore urban challenges and develop new



programming. The Foundation also published a report on the strategic uses of data in cities, exploring data analysis and crowdsourcing efforts to improve urban governance where government has not delivered services at expected levels.

Featured in the report was an Asia Foundation partnership with the city government of Ulaanbaatar, Mongolia to improve urban governance and service delivery in the ger areas via a community mapping project. Ger areas are large unplanned settlements characterised by traditional nomadic felt tents (*gers*), limited infrastructure, poor sanitation, and a high proportion of the city's poor residents. In an effort to improve the delivery of public services, The Asia Foundation partnered with the Ulaanbaatar municipality to gather spatial data from communities. Over the course of several months, community members plotted the availability and accessibility of local services on maps, including services such as water, street lighting, transport, and solid waste management. The information was used to create maps in ArcGIS that are available online and used by the community as an advocacy tool for service delivery improvement. The maps are also used by the city government to prioritize investments in ger areas.

The Asia Foundation conducts programs on key issues related to urban resilience as well. Vietnam is highly vulnerable to natural disasters and climate change. While most disaster risk management programs tend to focus on building government capacity or reducing risks to vulnerable populations, The Foundation's Vietnam office collaborates with the private sector to harness their networks, outreach, and resources. This unique disaster risk management program has trained more than 2,000 managers and CEOs representing roughly 900 small and medium enterprises in 19 provinces. While the course primarily addresses what enterprises can do to reduce their risks "inside the fence," it also encourages managers to

engage communities outside their own property. Businesses have taken on this challenge through programs that storm-proof local homes, train school children in disaster preparedness, and share resources such as equipment needed to remove debris after a storm or flood.

## LEARNING

The Asia Foundation convenes frequent meetings and workshops for country representatives and thematic specialists to share knowledge and learning. Priorities are set out at the country level and representatives are empowered to design and develop targeted programs. The strategy is to build upon programming, expertise, and networks at the local and national levels. Since the Asia Foundation is a donor recipient, extensive reporting and documentation is required. Every programme is carefully evaluated, includes recommendations on lessons learned, and produces a midterm and final report. Future programme design draws upon the lessons learned from previous programmes.

## ACTORS AND PARTNERS

The Asia Foundation takes a collaborative approach with government and civil society and sees itself as a convener, catalyst, and development partner. The Foundation has established a broad network of partnerships with local NGOs and government actors and receives funding from bilateral, multilateral, and private sector donors.

The Asia Foundation implements development programs and serves as a grant making organisation for partners across Asia. The Foundation actively seeks to share experience and knowledge with funder networks to see where interests may align.

## LOOKING AHEAD

The continued growth and stability of Asian cities depends on good governance. In the future, the Asia Foundation is seeking to expand its Urban Governance programming and to deepen its work on urban resilience in South and Southeast Asia.

## About the EFC

The European Foundation Centre, founded in 1989, is an international membership association representing public-benefit foundations and corporate funders active in philanthropy in Europe, and beyond. The EFC develops and pursues activities in line with its four key objectives: creating an enabling legal and fiscal environment; documenting the foundation landscape; building the capacity of foundation professionals; and promoting collaboration, both among foundations and between foundations and other actors. Emphasising transparency and best practice, all members sign up to and uphold the EFC Principles of Good Practice.

## About The Funders' Forum on Sustainable Cities

The EFC's Funders' Forum on Sustainable Cities (FFSC) is a collaborative foundation-led network committed to increasing philanthropy's role and effectiveness in advancing sustainable and inclusive growth in cities; tackling urban poverty; promoting equitable development and opportunities; and strengthening local governance and citizen participation in local decision making. The Forum is one of the key outcomes of the joint EFC-Council on Foundations-WINGS Global Philanthropy Leadership Initiative (GPLI). It brings together a very diverse group of foundations, active across the whole spectrum of the urban sustainability agenda, at local, country and international levels, and employing a wide diversity of approaches and financing strategies.

