



FEATURE - The building blocks of urban sustainability

- › Flemming Borreskov of **Realdania** on catalysing change for our urban future
- › The **Bertelsmann Stiftung's** Christal Morehouse explores social cohesion and the sustainable city
- › Matthieu Calame of **Fondation Charles Leopold Mayer** on the rural dimension of urbanisation

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On the cover...

This photo, provided by the LEGO Foundation, shows a cityscape created by primary school children as part of the LEGO Group programme, Build the Change. With this initiative, children are given the chance to create what they want to see in their future. It can be houses in their neighbourhood; their school; gardens or parks in their city; or anything their fantasies conjure up. Established in 1986, the LEGO Foundation's activities are based on the belief that all children should have access to quality play and learning experiences. The foundation's goal is to unlock every child's potential by inspiring and developing children and youth to become active citizens - and to empower them to create a better future for themselves - through play, creativity and high-quality learning.

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About the EFC

The European Foundation Centre is an international association of foundations and corporate funders dedicated to creating an enabling legal and fiscal environment for foundations, documenting the foundation landscape, strengthening the infrastructure of the sector, and promoting collaboration, both among foundations and between foundations and other actors, to advance the public good in Europe and beyond.

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About *Effect*

Effect magazine provides up-to-date coverage and analysis of the role and impact of foundations in Europe and around the world. It features trends in the sector; looks at the political, legal and fiscal environments in which foundations work; and offers examples of how foundations carry out their work, individually and collaboratively. The EFC publishes *Effect* two times per year, in the spring and autumn. If you're interested in writing an article for *Effect*, or would like to subscribe, email: effect@efc.be. For more information on the magazine and to download past issues, visit:

www.efc.be/effect

NEW URBAN NARRATIVES



It is terrific to be back at the EFC after an unforgettable, three-month sabbatical leave. I am truly grateful to my colleagues at the Secretariat, as well as the EFC Management Committee, for indulging my inner historian and anthropologist.

I have returned to an office and colleagues that are hard at work preparing for our upcoming AGA and Conference (30 May - 1 June in Copenhagen), which ties in with this issue of *Effect* magazine as both delve into foundations' roles in building sustainable cities. In the feature section of this edition, Realdania's Flemming Borreskov writes about how foundations can be catalysts for change when it comes to urban sustainability (p. 12). We then take a look at this topic through a series of lenses – migration, accessibility, environmental issues, to name a few. The piece by Matthieu Calame of Fondation Charles Leopold Mayer on the rural dimension of creating sustainable cities (p. 16) gives a surprising perspective on this theme. Just as Belfast provided the ideal backdrop to explore peace and social justice at last year's AGA and Conference, I'm really looking forward to partaking in Copenhagen, which is renowned for being a smart and innovative city.

From one city to another, 2013 is certainly a landmark year for the EFC with our upcoming move to Philanthropy House in Brussels in October. Our companions on this adventure are the European Venture Philanthropy Association (EVPA) and the Network of European Foundations (NEF). Our intent is that this space becomes the physical representation of the philanthropic community's presence in Europe. My message to you as EFC members is that you should consider Philanthropy House your home. Do think of this as your go-to place for organising meetings, small exhibitions, debates, screenings, receptions, or as a friendly doorstep to turn up on the next time you pass through Brussels. To mark this ambitious joint venture, our autumn event will now be organised in concert with our new housemates – So mark your calendars for Euro Philantopics, to be held in our new space on 14 November.

But without question the topic weighing most on our minds is the European Foundation Statute, for we have a small window of opportunity in 2013 to bring years of work and advocacy in its favour to fruition. I can't overemphasise that this will not be achieved without your support in contacting your national ministries and continuing to make the case for the sector. For further motivation to get involved, please see the piece by Ludwig Forrest of the King Baudouin Foundation in this edition of *Effect* (p. 30), which gives you more on where we are with the Statute and what you can do. If you want to help and aren't sure how, please do call me or any one of my colleagues at the Secretariat who are eager to speak with supporters. For while Philanthropy House is a physical representation of the sector's pivotal role, collective spirit, and maturity, we now need the legislation to match.

Enjoy your reading,

Gerry Salole, EFC Chief Executive

Strengthening philanthropy's voice in international development

Multilateral organisations, bilateral donors, development NGOs, local actors – this swirl of players in the international development arena can seem impressive, confusing, chaotic, and awe-inspiring, all at the same time. How do philanthropic actors mesh with this? Where do their aims, actions and abilities overlap, or diverge in relation to these various players? And what role do foundations see for themselves in the long term?

With its new dedicated department and programme on philanthropy and international development, the EFC will dive into these questions – by convening, building knowledge, and advocating – and will, we hope, surface with new ways for philanthropy to conceptualise, talk about and engage in international development. Building on the experience, relationships and findings from the last ten years of its work in international development and global philanthropy, with this new department we want to:

- Raise the visibility of foundations as development actors, and articulate the comparative advantages and added value of philanthropic investments in this field
- Change the nature of the discourse on and advance new forms of collaboration between foundations and other development actors
- Promote a culture of knowledge sharing at a global level, between foundations and other key development actors
- Advocate for a more favourable environment for foundations and cross-border philanthropy

The department already has a full agenda for the rest of 2013:

Convening: Just prior to the EFC's 2013 annual conference, foundations and high-level representatives from multilaterals, including the World Bank Group and the UN Development Group, will meet on 29 May in Copenhagen. A second dialogue with foundations and representatives from bilaterals and the EU will take place around the EFC's 14 November autumn meeting in Brussels. In the first half of 2014 we will launch a biennial Philanthropy and Development Forum, which will bring together foundations from Europe and other world regions; bilaterals and multilaterals; international development NGOs; and key development think tanks to dig deep into the strategic and long-term questions around development and how the various players can work better together.

Knowledge: Together with colleagues from GrantCraft, we are developing a framework for investigating how foundations engage in development, and how they work with one another and with other actors. The aim is to emerge with a better understanding of foundations' specificities and added value, and lessons that could help inform other funders and help raise the understanding of what philanthropy can and cannot do vis-à-vis institutional donors. We will also look at

foundations' experiences with collaboration around international development issues.

Advancing an enabling environment for philanthropy: We will be stepping up our research, analysis and communication on issues affecting cross-border philanthropy outside the EU, and we will work with partners such as the African Grantmakers Network and Arab Foundations Forum, among others, to assist them in their efforts around the regulatory environment for philanthropy in their home regions, drawing on our experience in developing benchmarks and in comparative foundation law in the European context.

Background

During the last decade, the EFC has undertaken a number of activities to support members' growing interest and involvement in international work, and to facilitate exchanges on development issues among foundations, and between foundations and other development actors. With the Council on Foundations, the EFC developed two sets of guidelines aimed at informing foundations' international work: "Disaster Grantmaking: A Practical Guide for Foundations and Corporations" (2001, updated in 2007) and "Principles of Accountability for International Philanthropy" (2007). Most recently, the EFC, the Council on Foundations and WINGS collaborated on the Global Philanthropy Leadership Initiative (GPLI), a two-year process involving an international group of foundation leaders who explored new ways of advancing the practice of philanthropy in a global context. One key outcome was the paper, "Building on Strengths The Dynamics of Partnership Between Multilaterals and Public Benefit Foundations", which provides philanthropic organisations with a roadmap for building stronger relationships with multilaterals.

These various initiatives have highlighted a steady growth of foundation involvement in international development, and an increasing interest in engaging with key stakeholders beyond the philanthropic community, such as multilateral organisations and bilateral donors, around shaping long-term policies, providing input on the design of development programmes, testing ways to leverage each other's comparative advantages vis-à-vis governments, and identifying opportunities for scaling up successful initiatives and innovations on the ground.

www.efc.be/international



Community foundations put creativity back into education

Countries around the world are reforming their public education systems to better prepare children to be a part of the economies of the 21st century. But detractors of the reforms warn against these new systems, which Sir Ken Robinson, an internationally recognised leader in the development of education, creativity and innovation, theorises are all too often characterised by a “production line mentality”. Standardised testing and performance indicators point students in the direction of conformity, and studies suggest that rather than growing into creativity, children are growing out of it. But who wouldn't agree that education shouldn't be about putting kids to sleep, but about waking them - and their imaginations - up?

This is exactly the thinking behind the MyMachine project, which turns existing education paradigms on their heads. The project is a Belgian initiative conceived by the Community Foundation West Flanders. It is managed by the King Baudouin Foundation, Howest University College of West Flanders, and Intercommunale Leiedal (a partnership of 13 communes and cities in West Flanders), and strengthened by support from a number of other educational, governmental and industrial partners.

The MyMachine methodology is simple: In the first phase, children from primary schools invent and present, through drawings and models, their own “dream machine”. In this idea phase anything goes, and the children are encouraged to dream big - machines to locate buried treasure, machines to spread peanut butter on bread evenly, and machines to detect ghosts under beds are just some examples of past ideas. In the second phase, higher education students propose one or more solutions to design the suggested machines. The best solutions, as voted by the children, are then further developed during this design and concept phase. Finally, in the machine phase, the technical designs are handed over to secondary school technology students who build machine prototypes, assisted by the children who proposed them and the students who designed them.

Over the years, the MyMachine team began to notice a pattern. The Belgian children were often coming up with

ideas for machines that would benefit children in other, less privileged, parts of the world. For example, the Hurricane Fixer could be used in damaged regions to clean up quickly after a disaster. This inspired the team, who eventually received a grant from the Flanders International Cooperation Agency, to run a two-year MyMachine pilot in collaboration with new partners in the Global South. Fast forward to November 2011, when the Global Fund for Community Foundations held a peer learning event in Romania focusing on community foundations and youth civic engagement. It

was here that Jan Despiegelaere of the Community Foundation West Flanders met Jeremy Maarman of South Africa's West Coast Community Foundation and, as they say, the rest is history: The first MyMachine North-South project was born.

Through this pilot during autumn 2012, students in Flanders and students at the Laerskool Swartland in Malmesbury, South Africa exchanged

and discussed ideas for dream machines to be built by upper year engineering students at the Cape Peninsula University of Technology. A MyMachine “Chatterbox” was set up on the playground at Laerskool Swartland and video conferences were organised regularly so that students could discuss their machine's development face-to-face with their peers abroad. One of the most unexpected results of this pilot was that the students at different ends of the world proposed uncannily similar machines that would tackle recycling issues



at school. Johanna Hendricks, Chief Executive Officer of the West Coast Community Foundation, notes the surprise of those involved that the children “dreamt of the same kind of machine and have the same causes at heart to save the planet”. The final product was Scrappy the Recycling Robot, which is made of used car parts and, with his merry-go-round structure, now allows the Malmesbury students to add a little bit of excitement to their garbage sorting. Jan Despiegelaere adds: “If the Global Fund had not organised the meeting in Romania, none of this would have been possible...It has been tremendously rewarding to have this simple idea picked up by another organisation in another corner of the world.”



But what is it about this unique collaboration between three levels of education that seems to resonate so strongly, even in drastically different geographic and cultural contexts? Jeremy Maarman theorises that regardless of geography: “Education is hurting. Innovation and creating inspiration for children is so important, but it is lacking in schools. Teachers are not inspired themselves, so to introduce a project like MyMachine makes everyone think outside the box, and reminds pupils to dream.”

Inspiration is perhaps even more needed in the context of South Africa, which was ranked 133 out of 142 countries in terms of the quality of its education system by the World Economic Forum's 2012-2013 World Competitiveness Report. The same report ranked the country second to last in mathematics and science, ahead only of Yemen. Johanna elaborates: “At the moment it is hard to listen to our children. They are so desperate in their thinking.” Jan suggests that MyMachine is attractive because, “It's edgy and unconventional. It's without strict schedules and guidelines, without key performance indicators.” Due to the often unpredictable nature of the MyMachine process, it does require flexibility and patience from participating organisations. This may in part explain why the idea has been picked up and tested so successfully by community foundations which, due to their structures, size, understanding of and proximity to communities, are generally able to adapt swiftly.

Photos from the MyMachine project at the Laerskool Swartland in Malmesbury, South Africa where pupils created Scrappy the Recycling Robot.

Jan notes: “It's about investing in the community in new and different ways, touching on more than traditional social issues.”

Detractors may argue that such an initiative, not being part of formal curricula, takes pupils' attention away from their lessons. But Jeremy believes that this more informal approach to education is a necessary complement to structured lessons as it “inspires school kids from an early age to make different career choices”. Jan agrees: “MyMachine puts creativity firmly back into education and encourages entrepreneurship and the development of technical



skills.” This is the beauty behind this simple idea - unconsciously, MyMachine encourages divergent approaches, lateral thinking, and finding multiple answers to problems. In the typical classroom setting there is usually only one answer, and it's at the back of the book. MyMachine also requires kids to discuss, debate, and laugh, reinforcing that great learning often happens in groups and that collaboration is the stuff of growth.

What is the future and legacy of MyMachine? Aagje Beirens, Project Coordinator for MyMachine, dreams big herself: “We want to spread the MyMachine approach, where all these different people get together and inspire each other.” MyMachine will be run at a different South African school next year, and Jan notes that the Belgian team will continue experimenting on a local level. “The international opportunities are also very interesting,” he says, “and MyMachine opens lots of doors for community foundations and their corporate partners to work on social investment and social engagement.” And as new dream machines pop up in Belgium and beyond, of course Scrappy the Recycling Robot will continue to occupy prime position on Laerskool Swartland's playground, reminding future students of their school's own MyMachine success story, and also reminding them to dream big.

www.mymachine.be
www.efc.be



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The PR campaign as a tool to set the agenda

Public relations (PR) campaigns conducted by foundations frequently give rise to confusion, disbelief and headshaking on the part of foundation staff. It is no wonder – typical PR campaigns are associated with budgets (still) in the millions, prominent advertising agencies, and TV commercials, or at least the wide distribution of campaign posters. And wrongly so. The Internet and social media have already developed a successful alternative to the well-financed glossy campaign. While surveys, events, experts and project work supply the necessary content, tools such as portals, blogs, Facebook, Twitter and the like provide many ways of communicating a foundation's goals to the public in a concentrated and therefore effective way.

Because that is what a campaign seeks to achieve – to spread an important message, preferably together with partners, as intensively as possible in a predetermined dramaturgy from beginning to end. The interplay of thematic specification and media dissemination; the chronological coordination of surveys, events and publications; and the linking of content-related project work and public relations; are all decisive for the success of a campaign.

In 2012, based on its activities in the field of the “Potential of old age”, the Körber-Stiftung launched its campaign “Reinventing old age!”, defining three areas of action:

1. A thematic cooperation with the magazine *stern*, the online portal *stern.de* and the magazine *VIVA* entitled, “Great freedom – the new image of old age”.
2. A Germany-wide series of events entitled “Generation dialogues”, in cooperation with Deutschlandfunk and DRadio Wissen, as well as regional partners.
3. A regional call to engage in “Reinventing old age”, together with the company Budnikowsky.

All three areas promoted an exchange concerning notions of old age and intergenerational justice while providing opportunities to contribute ideas and opinions. The activities were tied together on the website of the Körber-Stiftung through the portal *www.alter-neu-erfinden.de*. In addition, the campaign was accompanied in social media on the Facebook accounts of the partners, on Twitter and in a blog.

The three fields each pursued different (sub) goals, addressed different target groups and had different reaches. For these reasons, the imagery and wording varied and therefore each pillar could theoretically be seen as a sub-campaign.

The cooperation with the *stern* Group was aimed at as wide an audience as possible and was intended to stimulate engagement with the subject of old age and demographic change. In addition to the “information” goal there was the “dissemination

of new notions of old age”. Comment functions, the blog and the incorporation of Facebook and Twitter facilitated interactivity and participation.

The event series “Generation Dialogue” highlighted the issue of intergenerational justice and brought together young and old from politics, business and society. Guests included Ursula von der Leyen, Cosima Schmitt, Franz Müntefering, Tanja Dückers, Wolfgang Gründinger and Richard David Precht. Accompanying reports on the radio ensured the appropriate coverage. The regional call featured people who are reinventing old age and established the foundation headquarters as the campaign base. At the same time, the call motivated people to address their own notions of old age.

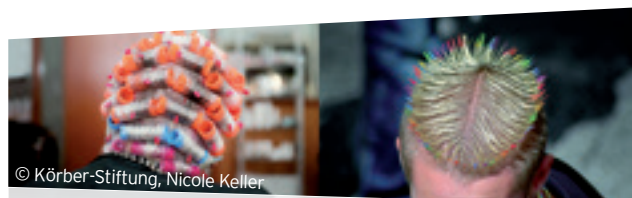
The dramaturgy

The campaign started off with the 10th German Seniors’ Day at the beginning of May 2012 in Hamburg. As one of the cooperation partners, the Körber-Stiftung opened the conference together with the Federal Association of German Senior Citizens’ Organisations, the Federal President and the Federal Minister for Families, and presented itself at the accompanying exhibition. To mark the launch, the Körber-Stiftung published an extensive survey conducted with “forsa”, a well-known German research and opinion polling institute, on the topic “Aging in Germany” in the *stern* and *VIVA* magazines. The results were also published in a brochure, and the foundation's in-house magazine featured the topic “Reinventing old age”.

As a deficit analysis, the survey outlined the future tasks and documented the urgency of the upcoming activities. The survey was received and circulated extensively by the press. The rationale created by the survey played the central role in the reasoning behind further activities, and the question, “Why do we do this?”, could then be answered based on data.

During the summer, many events covered the topic, some with audience appeal, some taking a more technical approach. Theories,

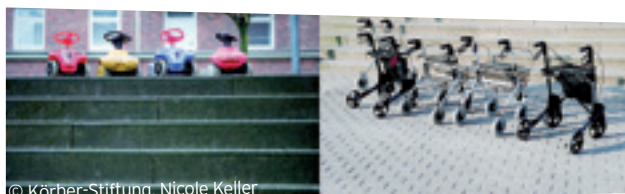
arguments and points of view were published and discussed on the *stern* microsite. The blog provided further contributions to the discussion in the form of short, provocative and intriguing contributions and essays. Facebook and Twitter multiplied the effects and made the work of the foundation known and transparent to new players.



In the autumn, a two-day symposium provided the specialist community with information about international best practices relating to the topic of "Old age and work". In addition, the symposium incorporated the initial findings of a qualitative study which was conducted over the summer with the Bremen-based institute "nextpractice". This event marked the "end point" of the communication focus - i.e. the campaign - while at the same time making the transition to a further intensification of the substantive debate on a scientific level. Sustainability is ensured by the valuable data collected here which will provide new impetus in the longer term.

At the beginning of this phase of content intensification, a press conference presented the study to the public in February this year.

The subsequent conference in the form of a stakeholder dialogue among experts, citizens and politicians will then bring everyone to one table, allowing them to look for solutions and develop a shared awareness of the problems and conceptual approaches.



Assessment

A PR campaign can reach the general public to a large extent and penetrate the selected target groups intensively. It can open, accompany or expand discussions. In addition, the campaign is an efficient means of presenting substantive expertise and building public confidence both in the competence and the sincerity and sustainability of one's intentions. In this respect, a campaign conducted by a foundation is convincing if it focuses on content and does not see itself as an advertising exercise. The Internet and social media provide the ideal forms of dissemination for this.

www.alter-neu-erfinden.de

www.koerber-stiftung.de

www.joachim-herz-stiftung.de

New guide: "Foundations moving on: Ending programmes and funding relationships"

grantcraft
PRACTICAL WISDOM FOR GRANTMAKERS

Whether you are a re-granting NGO, a family foundation that runs its own programmes, a big corporate grantmaker, a small venture philanthropist or a mix of any of these, exits are inevitable - funders move on, and relationships with grantees, partners or investees change along the way. Exit decisions and strategies are complicated, and while diversity of experiences has not (yet) produced complete blueprints for good exits, there are practices that can be recommended. This guide is based on extensive interviews with foundation practitioners - from the board room to the field - on their experiences, insights and lessons learned around exiting, and builds on the GrantCraft guide published in 2007 on exit practices.

The guide is available at www.grantcraft.org



Lessons along the way - Collaborate and learn!

Retiring from professional life inevitably brings reflection. After my own retirement in 2012, I have to say that a major theme running throughout my 25 years of work as a director for four foundations, following an earlier career in community education, has been the need to collaborate and to learn. The foundations I have run and worked for have been, I hope, “think tanks with muddy feet” - agencies with strong intellectual capacity, but with their feet firmly on the ground, enabling those without a voice to have one. Sharing and learning were key to their success.

One year after I joined the UK's Community Development Foundation in 1988 as Director with responsibility for European Programmes, we took the decision to engage in pan-European partnerships. This was a significant year with the fall of the Berlin Wall. Through the UK's Charity Know How Fund, together with other UK and continental European foundations, we supported the development of civil society in Eastern Europe.

It was at this time that I made contact with the EFC. The Centre had just been formed, and I attended its first annual conference. Together with the Fondation de France, we took the lead on supporting the development of a European-wide network for social action. That year also saw the first European-wide “Resolution on Community Development”, passed by the Council of Europe. We worked with the Council and other foundations to begin to put in place a Europe-wide infrastructure of training and support for local community development.

The Community Education Council in Scotland was the next stop on my professional journey. This institution secured its funds from the government rather than from a philanthropist or a company. It was, in effect, a state-supported foundation. The main pan-European programme we initiated during my tenure as CEO, which began in 1993, was “Eurodesk”, a free youth information service located in every European country supporting young people in becoming actively engaged in and informed about European issues. The European Commission was hugely supportive, and we established a Brussels office in 1994 to act as the hub for the network. Subsequently a large number of foundations and government agencies came on board, funding Eurodesk centres across the Council of Europe area.

Another example of an organisation reaching out is the Carnegie UK Trust. When I arrived at the Trust in 2003 as CEO, it had had little engagement with continental foundations. We joined the EFC two years later and also became actively involved in

Network of European Foundations' projects concerned with youth empowerment and community development. We also established a Commission of Inquiry into the Future of Civil Society, co-launched by the EFC.

Another area I was keen to support was to encourage a bridge between environmental grantmakers and social justice trusts in tackling climate change. This culminated in chairing the Climate Change panel at the EFC 2008 conference in Istanbul. I was also particularly interested in increasing the quality of continuing professional development support for foundation staff and trustees, as well as research around charitable giving and philanthropy. This led Carnegie to partner with the UK Government and the Economic and Social Research Council to fund the UK's first research centres supporting our discipline, centred at CASS Business School in London.

Next came four years, beginning in 2008, as Director of Schumacher College, an international residential training centre in the UK inspired by the author of the seminal book “Small is Beautiful” and funded by the Dartington Trust. On its short course programmes we gathered corporate social responsibility directors, foundation staff, lawyers, business leaders, scientists and social activists from across Europe and beyond. It is a place for recharging batteries and for encouraging shared learning. Foundations both attended and provided funding for bursaries for activists from the global south.

Reflecting on these 25 years, it has been an enormous privilege working with the foundation sector across Europe. As an educator at heart, I have sought to strengthen the capacity of the people who work in this area and, more important, the many people we support, particularly the least powerful. Building bridges and reaching out to collaborate proved to be essential in these efforts.

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FEATU

THE BUILDING BLOCKS OF URBAN SUSTAINABILITY

The 21st century is the century of cities, and cities are the stage where the major forces of societal change are manifesting themselves most powerfully. Cities are key spaces for philanthropic investment, impact and innovation. Foundations have the attributes and assets to support the processes, capacities and innovations, both at the local level and across geographic boundaries, that are essential to building a more equitable and sustainable urban future.

Catalysing change for a sustainable future

The urban age brings with it major challenges. Cities are growing tremendously, and in 2030 six out of every ten people worldwide will live in cities. The population of Copenhagen, for instance, will increase by over 20% in the coming 15 years. This development gives rise to challenges in terms of cohesion and sustainability – socially, economically, and environmentally.

At Realdania our mission is to enhance quality of life and benefit the common good by improving the built environment. We have increasingly supplemented our philanthropic work with a catalytic method, prioritising projects that initiate a development, generate a movement or prepare the ground for further positive progress. We identify essential challenges in society and support projects that create solutions and generate knowledge.

To achieve our mission we focus on three areas: cities, buildings and built heritage. In our role as a catalyst for change, we are increasingly initiating projects that address the structural challenges facing the construction sector and the built environment. One of the areas we are particularly engaged in is sustainable cities.

The building of a better future

We support the development of liveable and sustainable cities through the creation of urban spaces where life can unfold itself and people can meet. We bring housing and life to what were previously industrial areas. We unite cities that are physically divided by highways. And we support urban pocket parks and recreational areas, and create new standards for urban climate resilience solutions.

Our aim is to ensure that the footprints we leave are sustainable. Socially sustainable in the sense that we focus on cohesion as a counterweight to increasing segregation, in what we could call inclusive cities – cities where diversity is seen as an advantage, rather than a threat. Environmentally sustainable in the sense that the cities should be for the people living in them, rather than for cars. We promote green urban areas, clean swimming pools in city harbours, and climate resilience solutions. We promote bike lanes and public transportation. Sustainability is also at the forefront of our minds in an economic sense. Urbanisation is an integral part of the process of economic growth.

When cities grow, so do economies and welfare. When it comes to sustainable cities there is a pronounced need for long-term planning and investments. This goes for the housing sector as well.

Money alone will not do it

Since Realdania was founded in 2000, we have funded or co-funded more than 2,000 projects of which 700 are currently active. The total value of our projects is approximately 3 billion euros. Of this amount Realdania has provided 1.4 billion euros, while the rest has been provided by other project partners.

It is important to keep in mind that if you want to promote positive lasting changes in society, and play a role as a responsible co-driver of well-being, you cannot act in a vacuum. Money alone will not do it. A concerted effort, in close cooperation with other civil society organisations, governments, local authorities, local enthusiasts and key players, will have much more effect. It is crucial to our ability as change makers that we are seen as a trusted partner, rather than money tanks. The outcome and effect of our efforts will be more profound if our projects are firmly anchored with stakeholders. We need networks both to define the major challenges of tomorrow and to find the best solutions. At Realdania we are increasingly aware of this and continually try to broaden our outlook.

In addition to partnerships and networks, knowledge building is, in my view, key to impact. Realdania has consequently embarked on initiatives that go beyond the scope of individual physical projects. In partnership with Scandinavia's largest think tank Monday Morning, we have initiated an international sustainability alliance called Sustainia. The purpose of Sustainia is two-fold. It's about showing how our future – our cities and homes – could be, if ready and available sustainable solutions, which all





Superkilen, an innovative public park in Copenhagen celebrating diversity.

exist today, were implemented on a large scale across sectors and countries. Solutions are gathered and shared, and each year the best solution is awarded with the Sustainia Award.

Another element to Sustainia is a new narrative for the sustainability debate. Over the last decade, technological innovation has made it possible to break with the perception of a sustainable society as one of limitations. For far too long, the debate has been dominated by doomsday scenarios and melting ice caps. Sustainia has a positive, engaging, yet realistic way of telling people about a sustainable future. The wish is to showcase that sustainable living is characterised by innovation, high quality of living and attractive opportunities. By shifting the narrative from one of restraints and limitations to one that focuses on how life can be improved by sustainable practices, we hope to boost the public momentum for sustainability.

Another way of contributing on a more strategic level is our recent 2050 report, "Something's green in the state of Denmark", on what Denmark will look like in 2050. The report shows different scenarios for a sustainable economy and offers a scenario for a green Denmark based on the latest information on how the world is evolving. The Danish Parliament has decided that Denmark must be independent of fossil fuels by 2050. It's an ambitious goal, and one thing is certain: Such a revolution is not possible without a shared idea about the future we want.

At Realdania the building and dissemination of knowledge is considered at least as important as providing funding for individual physical projects. With initiatives such as Sustainia and the 2050 report we wish to contribute in a more proactive way

to society, with knowledge that will enable us all to make better decisions for our future.

The economic crisis is a game changer for foundations

Europe's economic crisis is far from over, and experts agree that it will take years to overcome the challenges we are facing. Growth is stagnant, unemployment is high, and real wages are falling. The public sector is under heavy pressure. Even when the storm abates, for quite some time to come governments will probably continue to keep focused on short-term costs and possible savings rather than on development and change.

The good news is that it is exactly in times of crisis that we as foundations can make a significant difference in society. We can solve problems that the states cannot, and our contributions are more crucial than in more flourishing times. As foundations we are in a privileged position: We can take a long-term perspective, take risks and promote innovation and lasting changes for the better. Our work as change agents, catalysts of development, and drivers of innovation is more important than ever.

This is a huge responsibility, but it is also a great opportunity. Rather than simply responding to applications from potential grantees, foundations must shoulder this responsibility and take a more strategic approach. We should be more aware of the role we can actually play, and ask ourselves if we can contribute with more than simply our money. The game has changed for foundations. Combining this recognition with a catalytic mind-set is a way of adjusting to new realities and increasing our impact, not just in cities, but in all of the areas in which we work.

www.realdania.org



Melting pot unbound - Addressing four key challenges cities face in strengthening social cohesion

Integration has as much to do with local neighbourhoods as it does with the concept of global communities in many cities around the world. The walls and boundaries of our interactions as city dwellers are dissolving. And at the same time the challenges to social cohesion are changing and evolving in concert. Our interactions with friends across the globe can be just as intense as our interactions with the people we sit across from at the dinner table every night. The proverbial melting pot has dissolved. The new reality needs to be properly described, so that we can identify the key challenges that cities face in strengthening social cohesion and understand clearly what can best be done to address these challenges.

Modern cities face four key challenges in forging sustainable social cohesion among their increasingly diverse populations:

First, the notion of “the migrant” is changing and becoming increasingly hard to define. Newcomers in cities around the world are of ever more diverse faiths, skill levels, and socio-economic and linguistic backgrounds. The old, rather simplistic dichotomy of “us and them” is breaking down. In that model it was possible for a single major immigrant group to overshadow other smaller ones, and so act in a way as a proxy for immigrants coming from various countries of origin. There is a growing understanding among city dwellers that who migrants are is multilayered and cannot be collapsed into a single image. The complexity of defining a new, collective “us” is one key challenge that cities face.

Second, public opinion about migrants can be based on misconceptions about the scope of migration, and on distorted national migration narratives that tend to criminalise immigrants as a group. Policymakers and civil society groups have identified “rationalising” public opinion about migration as another major challenge. This is an aspect that several foundations have united in addressing. Framing the migration debate in a realistic and positive context is also important to the task of combating misconceptions. Engaging both hearts and minds is necessary to convey an accurate image of the successes, as well as the challenges, of integration. In particular, settled populations that live effectively apart from diverse communities can form opinions about migrants that are inaccurate. Constructive, fact-based and yet engaging narratives about migrants in society are needed.

Third, austerity measures and increased unemployment can strain community relations as well as services. These pressures can lead to increased competition for scarce resources such as jobs or benefits. City authorities and foundations alike may find themselves under pressure to set priorities, focus their work and increase the impact of money spent.

And fourth, actions aimed at preventing impoverishment, marginalisation and human rights abuses of migrants with irregular status are challenges cities have worked to address, such as by providing access to language and orientation courses; early childhood education; shelter; and a range of health care services. According to Dr Sarah Spencer, from the University of Oxford’s Centre on Migration, Policy and Society, “Recognising that irregular migrants have human rights is one reason why cities respond in this way, but it is also motivated by their core responsibilities – to ensure social cohesion, for instance, (and) child protection and public health.”

What foundations can do

Experience shows that fostering social cohesion in cities helps to create sustainable growth and prosperity as well as positive community relations. There are a number of important ways in which foundations can continue to help to promote social cohesion in cities where the proverbial melting pot has become unbound.

1. **Help tell the human stories and portray the growing diversity of “the migrant” to forge a new understanding of “us” in cities:** Deepening and broadening a self-ascribed collective identity of cities as a whole can foster social cohesion. These efforts have to recognise that individual and international interactions are strong components of identity. Yet these identities must also contain a meaningful and cohesive local attribute, one that is “honest” and reflective of the way people feel in their neighbourhoods. Local initiatives that bring neighbourhoods together and increase human interaction in safe spaces are ways foundations can continue to help forge a common understanding of “us” in cities.
2. **Help build positive migration narratives and city or neighbourhood “brands”:** Foundations can support initiatives that counter false data and narratives regarding migration. Diversity as a strength has become an important slogan and indeed a “brand” for many cities. As Claire Bullen of the Research Institute

of Cosmopolitan Cultures at the University of Manchester points out, "Different actors in various cities such as London, Stuttgart, Liverpool, or Marseilles have discovered that promoting a multicultural city identity can both reflect the wealth and vibrancy of the contribution of migrants to city neighbourhoods and also can help attract investment and human capital from across the globe." In line with international city brands, multilingualism emerges as an essential and desirable skill. Cultural knowledge is an invaluable asset. And attracting a critical mass of international talent is viewed as an integral component of sustainable well-being in cities and neighbourhoods. Foundations can help underline the benefits of migration through diversity campaigns and through building positive migration narratives, for example.

3. **Help keep good practices alive in times of austerity:** Governments face hard decisions when prioritising funding for a wide range of services. In times of tightened government purse strings, foundations play a crucial role in keeping civil society

organisations strong and helping them to improve their scope and impact. Foundations can continue to empower civil society to facilitate integration in many ways, such as by giving a voice to migrants. Fostering shared learning is another way in which foundations can continue to help good ideas travel, especially in the current economic climate.

4. **Help promote human rights by creating safe spaces for exchange:** Shared learning in the area of irregular migration can be a particular challenge. Foundations can help create safe spaces for exchanging lessons on how to protect the human rights of migrants, especially the most vulnerable among them. For those considering how to confront this challenge or defend existing services, such a platform for exchange would be of great value. Also, gathering evidence on existing practices and corresponding legal frameworks are ways in which foundations can contribute effectively to the protection of irregular migrants.

www.bertelsmann-stiftung.de

Funders' Forum on Sustainable Cities Conference - Save the date!

Brussels, Belgium will be the setting for the first annual conference of the Funders' Forum on Sustainable Cities, set to take place from 15 - 16 November 2013. The meeting will gather foundations, city networks, business, local government and NGOs to explore how to move forward together on issues impacting cities and urban development.

This new foundation-led network has been created out of a reflection process that was facilitated by the Global Philanthropy Leadership Initiative (GPLI), a joint, two-year initiative of the Council on Foundations, the EFC and WINGS. To advance the role of philanthropy around this agenda in a global context, the network will seek to articulate the role and impact of foundations on cities and citizens in an urban environment; develop principles and guidelines for effective philanthropic investment in cities; build foundations' voice and participation in international dialogues on urbanisation; and create a space for systematic knowledge sharing among foundations, and between foundations' and other key stakeholders. Initiated by the Charles Stewart Mott Foundation, The Ford Foundation, The German Marshall Fund of the United States, Fundação Calouste Gulbenkian, Fundación AVINA and Realdania, the network aims to have about 30 members representing all world regions in two years' time.

Thematically, the work of the Funders' Forum will be guided by three areas that are central to the urban sustainability agenda: the dynamics between population and infrastructure; community well-being and public safety; and good governance, leadership and the effective execution of policies. In 2013, the network will specifically focus on examining how foundations support innovation in the areas of advancing citizen participation and good governance in cities; and catalysing new financing vehicles for urban development. The stories and lessons from this process will be documented in case studies, and will inform aspects of the principles for effective philanthropic practice.

For more information, or to get involved, contact Sevdalina Rukanova at srukanova@efc.be

www.efc.be/cities

To be sustainable, cities need to face "rurality"



The tremendous development of cities, the unprecedented proportion of the world's population living in urban areas, as well as the perspective towards 2050 lead to an undisputable conclusion: The future of humanity lies in towns. But where does the future of towns lie? Despite the concentration of activities in cities and the economic weight of urban populations - measured in dollars - cities remain deeply dependent on non-urban areas for their daily functioning.

Food is probably the most emblematic example of urban dependency on rural surroundings. But it is also the case for many other aspects such as water and energy supply, and even for the treatment of waste. There are also numerous social interactions between the development of urban and rural areas. A depletion in rural economy leads to an unsustainable pace in cities' growth. Ruined farmers flee to cities, joining an already dense poor urban population concentrated in crowded towns. One could speak of a plebeian trap as a reference to the history of ancient Rome. The dream of an autonomous and self-sufficient city remains a utopia.

A fair and smart development of cities relies necessarily on a rural counterpart. The World Bank in its 2007 report recognised that it had been a mistake to neglect for decades rural investments. There is a growing consciousness that we have to be innovative also in our management of rural land. And indeed rural land is a place of exciting social innovation that is most of the time related to new urban needs.

For all those reasons the future of cities must be considered in their relationship with the surrounding land. Our foundation supports three programmes in this area. The first is the Eating City programme, which aims to link cities engaged in the development of a social and ecological food supply chain interacting with their rural surroundings. In 2050, 80% of the world's population will live in urban areas, and the way cities will feed their population will be the determining factor in the structure of the global food system. Therefore cities and suburban areas will play a key role in the transition towards a more sustainable global food governance. Developing a renewed food governance requires thorough discussions between local authorities, citizens, and public and private businesses involved at the different stages of the food supply chain in agriculture and fishery. The relocation of some

agriculture activities in the vicinities of cities will be necessary, as well as a shift towards sustainable agriculture practices, and shorter food supply chains. It also implies changes in land policies, and the development of food and education policies for various groups such as youth, the elderly and those in poverty.

The second programme is the Citego programme, which is both a network and a database about the best practices in the management of "territories" in the larger perspective of ecological and social transition. The issue of governance of territories - particularly in very large cities - already poses political and institutional problems. The only solution lies in a paradigm shift in the way institutions and management methods are implemented. This will lead to the building of integrated policies and multi-level governance. The rural-urban relationship is one of the key points in the Citego programme.

The third programme is linked to a rural property of our foundation situated in the vicinity of Paris. We use it as a social and technical lab to promote smart (organic) agriculture; new relationships with concerned consumers; and as a networking place for academics, landscape architects, architects, urban planners, agronomists, farmers and social entrepreneurs working on the topic of a new "rurality".

Cultural, economic or materials exchange (food, energy, or even urban organic materials) are the core of a new balance between cities and rural areas. This is also the case with people, who are often moving from rural to urban areas for either a short or a long period. The more urban we will become the more "rurality" we will need.

www.fph.ch



Tourism for all - Making cities socially sustainable

Smart canes that are embedded with GPS technology to guide blind tourists along a route through an ancient city; 90 and counting historical sites made accessible; "cyber passes" that work with Bluetooth technology to help people with disabilities safely navigate across streets. These are just some of the exciting outcomes of a pioneering project by the League of Historical Accessible Cities to create accessible tourist routes in six cities in Europe.

The concept of quality of life is an essential element in any discussion around making cities sustainable. The League, a project of the EFC Disabilities Thematic Network established in 2010 and involving 11 foundations across 5 countries, aims to improve the quality of life for people in these cities by creating accessible routes through them. In addition to the new technologies being implemented, the projects also work to modify architectural barriers along old city walls; in ancient churches and guildhalls; and along cobblestone streets. Restaurants, hotels and shops lining these routes, which average three kilometres in length, are also involved in the projects so that all tourists can enjoy full services along the way. So far the project has resulted in 90 historical sites and buildings, and 209 other sites, among which are tourist offices and structures, being made accessible.

Over the last century, tourism has become not only a major economic factor in cities but also an instrument of knowledge and personal emancipation. The League turns the spotlight on the concept of accessible tourism in economic, environmental and social terms. This is particularly relevant today as social arguments are often ignored while talking about sustainability, even when ageing and disability are acknowledged as major global demographic changes that need to be dealt with. Accessibility - defined as the absence of architectural, cultural and sensory barriers - is essential to allowing all citizens, including the 80

million who live with disabilities in Europe, to enjoy and benefit from the richness of historical heritage in our European cities.

The League employs several key concepts in its work in the six target cities:

- **Building on know-how:** Apart from Lucca and Viborg, which implemented the project from scratch, others have benefited from a head start, such as the partners working in Turin and Ávila.
- **Creative and innovative processes:** Each city in the League has taken its own approach, based on the uniqueness of its culture, landscape, partners and stakeholders.
- **Inspiring methodology:** The creation of a European network that goes beyond the mere exchange of information and acts jointly in several European countries in something as local as urban accessibility brings real added value.
- **Technology solutions:** Collaboration with research centres, universities and private firms made possible the development of new technologies such as smart canes, tactile maps, cyber passes and audio guides.
- **Focus on the beneficiaries:** From the start the League has involved people with disabilities themselves to ensure that the projects really do meet the needs of those it aims to benefit.

www.lhac.eu

Mulhouse, France, located in Alsace, is an industrial town dating back to 803 featuring a colourfully-facaded main square, a Renaissance town hall and the Temple Saint-Etienne with 14th century stained-glass windows.

The League foundation partner in the town is Fondation Réunica. The project, which involves foundations, government, architects, and disability and communications experts, has developed an award-winning assessment tool which can be used to rate the accessibility of museums, shops, hotels and buildings (see illustration). Other outcomes include new street signage, an open data site hosted by the City of Mulhouse listing accessible places of the city, use of Rfid (radio frequency identification) technology along the tourist route, and the development of a methodological guide of accessibility by the city.



"The strength of the project is its global and European dimension, benefiting from the possibility to have a wider view and a mutual share of resources and expertise with other European cities... The overall idea is to make the selected city a laboratory on accessibility that can serve as an example to other cities in France."

- Éliane Hervé-Bazin, Chief Executive, Réunica Foundation
www.fondationreunica.com

Ávila, Spain is located on the summit of a rocky hill some 118 kilometres from Madrid. A UNESCO World Heritage site, the city is one of the finest surviving examples in Europe of a completely walled medieval town with incredible architecture from that period. Due to its pioneering work to make its medieval walls and other tourist attractions widely accessible, this city won the EU Commission Accessible City Award in 2011.

The League project builds on the excellent work that the city has already done on accessibility, and involves many partners, including Fundación ONCE, ACS Foundation, Via Libre (Fundosa Group), and the City Council of Ávila, among many others. The project incorporates several innovations such as universally-designed audio guides in nine languages; Spanish sign language and the international signing systems; and an adapted screenplay for young audiences. Other innovations include traffic lights with audible alerts and a cyber pass system, which acts as a sound alert system on demand through Bluetooth technology; and a geo-location system to detect accessibility gaps on an interactive map (GISEMAC).

“The key to succeeding in historic cities accessibility is based on the involvement and teamwork of all stakeholders, including municipalities as managers and leaders of the cities, all together with organisations representing people with disabilities. This implication is reflected in a commitment of continuity, which makes accessibility evolve efficiently throughout the years.”

- Jesús Hernández, Director of Accessibility, Fundación ONCE
www.fundaciononce.es



Lucca, Italy lies some 75 kilometres west of Florence and is one of Tuscany's treasured walled cities featuring 4,2 kilometres of walls, parts of which date back to Roman times, and well-preserved towers and bastions. The historic centre houses numerous churches, towers and bell towers, and monumental palazzos of great architectural importance.

The League partner driving the project in Lucca is Fondazione Banca del Monte di Lucca. The foundation asked local authorities and associations representing people with disabilities to join the project from the beginning, as a major project of this kind had not been done before in the city.

One of the most innovative technologies being used in the Lucca project is the “smart” cane, which will be used by residents and tourists with visual impairments along the route (see illustration). It includes an electronic device that communicates with underground sensors. This device also doubles as an audio guide to provide historical information along the route. The cane is being developed in cooperation with a university, a design firm and local craftsmen.



“The League project is a great example of how it is possible to preserve history and improve accessibility through modern technology solutions, thus improving life quality and economic development. Since the beginning, we thought it was impossible to think about a project for improving accessibility without asking people with disabilities... they are our ‘guardian angels’, helping us in focusing on problems and suggesting solutions.”

- Elizabeth Franchini, Executive Secretary and LHAC project coordinator, Banca del Monte di Lucca Foundation
www.fondazionebmlucca.it

The project in numbers

8,000,000 euros of total investment
209 accessible sites such as tourist offices and structures
90 accessible sites of historical interest (e.g. museums, monuments, churches)
84 organisations involved
66 accessible urban public spaces (e.g. gardens, parks, squares, markets)
62 accessible public buildings (e.g. libraries, schools, theatres, banks, post offices)
50 NGOs and associations

30 experts in accessibility and urban planning
15 kilometres of accessible tourist routes
14 innovative technological tools implemented (e.g. smart cane, audio guides, cyber passes, tactile maps)
11 foundations
6 historical towns
4 training courses delivered
1 technical accessibility consultancy

Turin, Italy is a major business and cultural centre in northern Italy with more than 2,000 years of heritage such as the baroque, rococo, neo-classical, and Art Nouveau architecture seen in many of the city's public squares, castles, gardens and elegant buildings. Breaking out of its image as primarily an industrial centre due to its housing of the headquarters of Fiat Cars, in recent years Turin has become an increasingly popular tourist destination, with around 240,000 international arrivals each year. The Turin Winter Olympics and Paralympics Games of 2006 brought many investments to make the city more welcoming and more accessible.

Fondazione CRT is a partner in the League project, which has created a 90-minute accessible tourist route in the historic heart of the city. A planned guide for the deaf and information boards that can be read tactilely will be added. Further plans include the creation of specific signage, as well as an advertising campaign on- and offline. The project will also draft guidelines that might facilitate the replication of the project in other locations of Turin, and in other cities in Italy and the world.

"A distinctive feature of the project is the ability to connect and promote local stakeholders active in various fields (promotion, disability, research, and innovation), qualifying Fondazione CRT as a network manager. Furthermore, the project anticipates strategic support which will directly contribute to the dissemination of the value of inclusion, both towards other Italian foundations and society in general, also working on a cultural level."

- Massimo Lapucci, Secretary General, Fondazione CRT
www.fondazioneCRT.it

Viborg, Denmark, which is situated on slopes surrounded by two lakes, was established in 800, and its impressive network of cobblestone streets, narrow footpaths and steep alleys remains almost unchanged since medieval times.

The project in Viborg involves a partnership between the municipality of Viborg and four Danish foundations: Realdania, the Bevica Foundation, The Labour Market Holiday Fund and the Danish Disability Foundation.

A unique aspect of this project team's approach was the use of an architectural competition in two rounds. In the first round, five prequalified, cross-disciplinary teams developed their ideas for making the historical city centre more accessible, while also bringing together the historical and commercial aspects of the city. Two finalists were chosen and subsequently elaborated and clarified their proposals on the basis of the jury's remarks. The winning proposal provides architectural solutions that are discreet - almost invisible - and show great sensitivity to the present historical environment.

"Not only do five different proposals give a wider perspective on how accessibility initiatives can be approached, but they also show that a broad and thorough preliminary analysis leads to a good final product. In this case the winning proposal shows great empathy and insight into the history of the city - and at the same time focuses on accessibility for all."

- Marianne Kofoed, Project Manager, Realdania
www.realdania.org



Sozopol, Bulgaria joins the League

In March 2013 the Bulgarian city of Sozopol became the sixth city in the League. This is one of the oldest towns on the Bulgarian Black Sea coast, with evidence of human habitation since the Bronze Age. Early on, the town established itself as a trade and naval centre as shown by the town's symbol, the anchor. Sozopol features ancient icons and magnificent woodcarving iconostases, as well as examples of renaissance architecture.

The project builds on accessibility work such as the restoration of fragments of the fortress wall and towers, and the building of an accessible complex thereto, including a museum collection, a tourist office, a panoramic passage and a pier. The project plans to install tactile markings and ramps, and draft a Braille guide for the main sites in Apollonia, which is designated as an Archaeological Reserve Ancient Town. The League partner here is Sozopol Foundation.

www.sozopol-foundation.com

Children's play and the sustainable city

The LEGO Foundation aims to engage children, influential stakeholders and decision-makers at all levels in society to equip and empower children to build a better future for themselves and their communities through the transformative power of play in learning.



A vital concern which sharpens and shapes the work we do at the LEGO Foundation is to promote awareness about the importance of quality environments that nurture children's playful approach to learning. Children's play builds upon their natural motivation and curiosity to explore the world around them and create the things within it, and it supports critical skills in their development. Play is a natural source for the empowerment of children – to let them face challenges, overcome obstacles and seek opportunities while enabling them to become resourceful adults.

Play is ubiquitous in human cultures: Every child in every human culture plays, and there is strong archaeological and historical evidence that this has been the case ever since the human species emerged. The role of creative play, and of making things together, seems to be particularly important: Open systems of participation create shared meaning, allow children to learn more effectively and support children's intellectual, emotional, and social development.

As David Whitebread of the University of Cambridge states in a recently published report: "Play in all its rich variety is one of the highest achievements of the human species, alongside language, culture and technology. Indeed, without play, none of these other achievements would be possible."¹

However, the possibility of having a rich variety of play opportunities is under threat in modern society due to, among other things, increased urbanisation. And it is up to policymakers, urban planners and architects to shape the urban landscapes of the future with provision for play and mind-stimulating explorations.

The original idea of a city was to be a gated area distinct from nature and the surrounding countryside. It was a highly specialised enclave characterised by systems of enforcement and order, which in turn attracted goods and services that the inhabitants could exchange with each other. But the city also evolved into more than merely an effective regulatory system. Throughout history, cities have given rise to participatory processes and allowed multiple participants to exchange ideas and opinions, and to engage in playful, performative interactions – the fundamental forms of human interactions that are necessary for creativity and ideas to flourish.

In their current state, 21st century modern cities can be hard to perceive as creative and playful, especially from a child's point of view. They are highly organised with an effective infrastructure that is designed to enable large populations to exchange resources and access particular functions. In addition, there is a distinct lack of exposure to the risks inherent in nature. Children's opportunities to play outdoors more freely are very limited as a result of risk-averse parenting and well-structured city planning carried out by adult decision-makers.

However, research studies by David Whitebread show that playful experiences and exposure to the basic risks associated with play in nature (climbing trees, playing without parental supervision, etc.) is a developmental factor that is crucial for ensuring children's sense of independence, their creativity, resourcefulness, and their emotional and cognitive skills.

Children learn more effectively through activities that they perceive as playful and explorative. Their efforts stimulate questions about "what if" and "how", and this is a child's most natural way of learning, because it builds upon their inner motivation and curiosity to explore the world around them and create the things within it.² That is why all stakeholders – including city planners, architects and local decision-makers, together with children – must engage in developing a liveable and sustainable city of the future, with suitable opportunities for children to play in all its rich variety.

As Danish architect and urban design consultant Jan Gehl stresses in his latest publication, "Cities for People" (2010): "A starting point for the design of cities should be the human scale. By giving greater consideration to the people who live in the cities we can achieve more sustainable and liveable cities."

Along with him, the LEGO Foundation's starting point for actions that enhance quality environments that nurture children's playful approach to learning in the cities is the child scale.

www.legofoundation.com

¹ "The Importance of Play" by Dr David Whitebread, University of Cambridge, with Marisol Basilio, Martina Kuvalja and Mohini Verma, 2012.

² "The Future of Learning" by David Gauntlett, Edith Ackermann, David Whitebread, Thomas Wolbers, Cecilia Weckstrom and Bo Stjerne Thomsen, 2011.



Driving change - Transatlantic peer learning between two motor cities

Transatlantic city-to-city learning is at the core of the German Marshall Fund's (GMF) Urban and Regional Policy Program. By engaging local leaders across the public and private sectors, we build transatlantic learning networks; explore innovative strategies and shared challenges; and support the incubation or testing of new ideas at the local level. As Tim Campbell, an Urban Program fellow, documents in his book "Beyond Smart Cities", this type of learning is inexorably tied to the creation of social capital and innovative practices that lead to strategic reforms.

One of our key initiatives is a three-year programme called Re-inventing Detroit: The Detroit-Torino Partnership, which is supported by the Kresge Foundation in coordination with the Compagnia di San Paolo. The programme is designed to expose leaders from the city of Detroit to the lessons learned from Torino, Italy's economic rebirth and industrial renaissance over the past three decades. Similar to Detroit's recent history, Torino suffered from the collapse of its auto industry in the early 1980s after a series of consequential plant closures. However, through aggressive economic diversification and urban revitalisation strategies, the city has remade itself into a formidable economic and political powerhouse, which was highlighted when Torino hosted the 2006 winter Olympics.

Through annual study tours and a series of high-level exchanges between civic leaders, this project brings together a small but close coalition of representatives and leaders in order to deliver a set of best practices aimed toward the regeneration and continued growth of both cities. Topics that delegations from Detroit have explored in Torino include strategic planning and urban transformation strategies; innovation clusters and economic diversification strategies; and urban agriculture and food markets. Now in its final year, the programme has shifted to a topic that is of strategic importance to both cities - opportunities for growing the energy sector, including business incubation and partnerships with local philanthropy and universities.

The topics explored through the partnership programme build on existing assets and ideas that emerged from the Detroit Works Long Term Planning Process. This synergy gave the participants a unique opportunity to use transatlantic exchange to actively inform and influence the city's planning process, which concluded with the release of the Detroit Future City Plan in January 2013. Throughout these transatlantic exchanges, participants from Detroit learned about new policies and approaches that worked in

Torino, but they also recognised areas where their city is a model. For example, during a study tour on innovation clusters, Detroit participants observed how the culture for supporting start-ups through venture capital and angel investors is more advanced than in Torino. With additional peer dialogue, delegations from both cities also recognised opportunities for continued improvement, such as growing the capacity for technology transfer.

Another important benefit of the partnership is the informal networking and relationship building that generally occurs as a result of intensive study travel. In several instances this led to smaller partnerships with an equally meaningful local impact, such as the funding of a bike sharing feasibility study. Indeed, for many participants, study tours are a rare instance in which they have an opportunity to meaningfully engage with their colleagues in the city or region. We have also found that because these relationships are bound by a shared experience, these connections tend to last and prove fruitful through time.

As a 40-year-old, non-partisan American public policy and grant-making institution, GMF is dedicated to promoting better understanding and cooperation between North America and Europe on transatlantic and global issues. Many people find it easy to disregard transatlantic best practices as not being relevant to a city's unique local context. At GMF we strive to bring our participants through a process that recognises both common principles and differences in an effort to seek out what policy or practice innovations can be tailored and applied at the local level. In Detroit and Torino, this work is helping drive these cities towards an economically competitive and sustainable revitalisation agenda.

For more information, visit Urban Current, a blog of GMF's Urban and Regional Policy Program: <http://urbancurrent.org>

www.gmfus.org

Looking to the global, rooted in the local



It is generally acknowledged that cities are bigger than foundations. In the tangled and orderly habitat of society, as in nature, it may happen that larger creatures benefit from the contribution of smaller ones, with mutual satisfaction. This seems to be the case if one looks at the relationship between cities and foundations, especially in recent decades.

Even setting aside the relevant and praise-deserving, but obvious, case of community foundations, more and more foundations tend to focus on urban problems and opportunities as they find them expressed in specific cities, often the one in which the foundation was born or is rooted in. This may be one of the many outcomes of “glocalism”, an attitude characterised by taking the world as your mental framework and nonetheless acting locally, both due to a sense of responsibility stemming from proximity, and because this is the way you assume your effectiveness may unfurl at its best. Add to that the fact that in most of our cities the world is not an outdoor stage but is the very name of the game, here and now.

Of course several different approaches exist. Working for cities does not imply working with city administrations, even if that occurs most of the time. You can work according to your specific sensitivity and expertise; exclusively in well-defined policy areas, from education to welfare to the environment or the arts; or you may take up promoting overall development, if on a local scale. Personally, I am under the impression that the role of foundations in favouring, enhancing – or simply funding – local development agenda-setting processes is increasing all over the (Western) world, and that cities are the primary territory of such efforts. In other words, foundations seem to like to be part of holistic development processes in cities, especially the ones they come to feel as theirs. The currently revised notion of city government, where cooperative governance stands as a powerful resource, coupled with the chronic lack of fiscal means on the part of municipalities, makes it such that foundations are welcome, together with other social and economic players, when they get engaged in the formulation of action plans and policy measures.

The idea that development-oriented urban policymaking requires the mobilisation of all resources locally available is at the very heart of the joint German Marshall Fund and Compagnia di San Paolo initiative called Urban and Regional Policy Fellowships, which has been running since 2006. Another central idea is the importance of cross-fertilisation of different institutional approaches and profes-

sional cultures. Delegations of young urban leaders (a preference for the younger generations is another feature of the programme) are exposed to an intense and expert-moderated visit and meeting programme with their counterparts in one or more cities on either shore of the Atlantic. They come from civil society, the municipalities, chambers of commerce, universities, development agencies and so on.

To date, some 120 fellows and a network of European and American cities have been involved in the programme. One of the secrets of the success of the programme, besides the careful selection of the delegates, is the thorough preparation of the visits on both the guests’ and the hosts’ sides. Competent people keen to present their work, competent people keen to learn from it – it’s as simple as that. The utmost in freedom of speech, a complete disclosure of problems, and of course, a friendly atmosphere, create a dynamic and useful exchange. So far, the programme has brought about a certain number of discoveries: people seem to understand each other very well, despite the marked differences in the systems they come from, because of the commonality of the issues their cities experience; travelling guests generally realise that the intimate, multifarious network they have formed among themselves during the trip is a value and a tool in itself, and deserves to be kept up and extended back at home; and after discussing their own city with their guests, hosts are surprised to realise that there is more to know about it than they thought in the first place – and sometimes that there is more good in it than they expected.

The reader will have recognised many an aspect that foundations tend to stress as present in this initiative – knowledge-sharing, convening, network creation, civic involvement and commitment. The programme has no revolutionary ambitions, but its managers are increasingly convinced that it brings about sound and lasting effects. Foundations are smaller than cities, but they can find ways to contribute, when they just look for them.

www.compagnia.torino.it



Because no one can go it alone - A foundation brings partners together for change in Flint, Michigan

The Charles Stewart Mott Foundation has been working in Flint, Michigan since we were founded in 1926. Although the foundation has developed significant national and international grantmaking strategies and priorities, we have maintained a steadfast interest and commitment to our home community.

With the growth of General Motors's presence in the city through the mid-1960s, Flint grew rapidly and offered an enviable standard of living. During this early "boom" period, the Mott Foundation's grantmaking included support for infrastructure and education systems that could meet the demand of the growing population. Out of this work came our long-term commitment to education and, particularly, to afterschool programmes.

As the US auto industry began to decline in the 1970s, Flint's fortunes turned downward. The loss of jobs, income, and opportunity for people living in Flint continued into the new millennium and the resulting economic drought hit the city's downtown core especially hard. By 2003, despite the presence of more than 5,000 college students and 10,000 office workers, the downtown corridor was lined with abandoned buildings and offered few dining options and little residential life.

To support Flint's revitalisation, we developed targeted grantmaking strategies that align and mesh with our Flint Area programme's overall mission of fostering a well-functioning, connected community that is capable of meeting economic and social challenges. This revitalisation-focused grantmaking followed three guiding principles: no single entity can do it alone; local investment is essential; and no "silver bullet" project could single-handedly revitalise the downtown.

The foundation also knows that it possesses unique attributes that could increase the chances of success. It could have a more patient and long-term view than most other "investors"; the ability to help convene potential partners; and the capability to create leverage to gain a diversified set of funding partners. Keeping the above in mind, our grantmaking for revitalisation started with planning and convening. We made grants to local civic groups to generate land use plans and reinvestment strategies. This work served as the guide to the public, private, and non-profit partners that became engaged in revitalisation. It set the tone and generated buy-in around the notion that one entity couldn't do this work alone.

Next, we worked to build the capacity of a non-profit organisation that would serve as the lead in a series of events, partnerships, and real estate transactions. This became the vehicle for the public, private, and non-profit contributions and activities in the redevelopment efforts. Additionally, this led to partnerships with local business leaders in the community to ensure that local private sector investment was a core part of the efforts.

Finally, our grantmaking helped to ensure that a diverse set of ideas, events, and projects would be part of the downtown revitalisation efforts. Our grant partners included large and small projects with local universities, institutions, business associations, arts groups, and other community partners. The concept being that the overall sustainability of a vibrant downtown could withstand individual setbacks and not be dependent upon the success or failure of one project.

Ten years on from the start of our efforts, we can look to many visible successes and improvements to our city's downtown area. The University of Michigan-Flint now has more than 8,000 students; we have gone from 0 to approximately 1,000 residents in lofts and student housing; there are 9 restaurants located downtown; and several exciting community events bring nearly 500,000 people downtown during the year. More developments are in progress, including a new Michigan State University medical campus. Additionally, Diplomat Pharmacy, the nation's largest privately-held specialty pharmacy is a home-grown success story that is providing hundreds of new jobs in the growing healthcare sector.

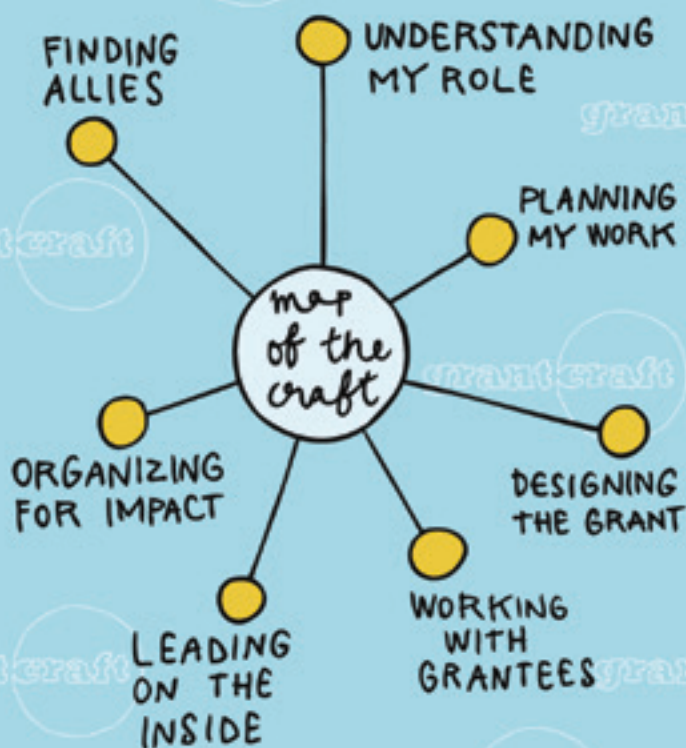
The Downtown Flint revitalisation effort has been a bright spot in an otherwise struggling region that continues to face significant economic hardship and struggles with a poor education system, too much crime, too much poverty, and not enough opportunity. That said, we believe that the downtown core will serve as a strong building block for the regional economy. As such, we will continue to support efforts to revitalise downtown Flint, but we will also continue to focus intently on education, arts, human services, poverty alleviation and economic revitalisation.

www.mott.org



grantcraft

PRACTICAL WISDOM

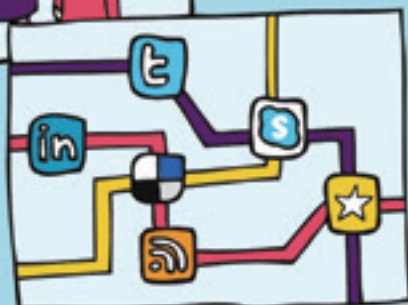


GrantCraft is about funders



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to increase
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Active citizenship to build sustainable cities

There will not be sustainable development without sustainable cities. The world is becoming increasingly urban, in large part because of the draw of greater wealth and productive opportunity in the world's cities. Paradoxically, new urban dwellers will be among the poorest people in the world as pressure and competition for infrastructure, services, and employment become even more acute in the coming decades, particularly with the added implications of climate change.



The Latin American region sits at the heart of this global phenomenon as the world's most urbanised developing region (80% of the population live in urban areas). It is also the most unequal in terms of income distribution - 10 out of the 15 most unequal countries are in Latin America. Despite a long decade of economic growth, 180 million people remain poor (33% of the population), most of them living in cities. However, in recent years several heartening experiences have emerged. If consolidated and effective in their advocacy, we believe these types of experiences could not only be game changers in the region but also aspire to contribute to meeting similar challenges in Africa and Asia through the sharing of lessons learned, methods and progress.

The work of Avina

If sustainable development is the balance between economic growth, social equity and environmental care, these three elements can only be articulated in a balanced way through vigorous democracies and active citizens in societies where public decisions are taken in favour of the common good and not of the few. Democracy is thus the "glue" of the "atom" called Sustainable Development.

Under this premise Avina acts to foster sustainable cities in Latin America, focusing on improving urban quality of life via the expansion of a new model of social accountability driven by innovative forms of citizen participation. Our strategy is based on the recognition, promotion and articulation of citizen initiatives in diverse cities, from Guadalajara, Mexico, to San Martín de los Andes in the Argentinian Patagonia. These initiatives bring together active citizens and their organisations to inform, monitor and influence regulations, policies and urban programmes that determine the quality of life of its inhabitants. These activities, which involve hundreds of local organisations from diverse sectors, are articulated in the Latin American Network for Just, Democratic and Sustainable Cities (www.redciudades.net).

Avina's presence and roots in the region allow us to recognise and support these social innovations, playing a leveraging role and accelerating these processes on a continental scale. Avina also works to raise its visibility at the global level, connecting and

building collaboration relationships with global actors. In the past five years, our efforts were focused on building a critical mass of citizens' platforms capable of increasing civic participation in the public administration of Latin American cities - currently 70 cities networks up from 5 cities in 2007. From 2013 to 2017, we will focus on increasing these platforms' capacity to push for improvements in urban quality of life via collective action and advocacy around concrete opportunities to change policies and practices.

The transformation of reality

Each of these initiatives generates relevant information for decision-makers issuing reports based on the evolution of quality of life indicators and perception surveys. "What cannot be measured cannot be improved," the Jalisco (Mexico) initiative would say. The evidence collected is the first step for policy influence. However, knowledge is not enough to change politics or policies. Therefore, citizens' movements cover a set of complementary activities to influence decision-makers. "Knowledge is key because it allows us to improve the action," says Oded Grajew from São Paulo, one of the Brazilian and Latin American Network leaders. "But the initiatives are not think tanks but spaces for action, for the transformation of reality."

Either through collaborative political dialogue or through public campaigns they seek to ensure that the authorities become responsive and accountable to citizen interests through new spaces and mechanisms for both interaction and public scrutiny. As a result, increased public debate around sustainable cities via annual accountability reporting has been achieved. This is a way to reconnect the politician with his/her role of citizen representation, a role that seems to be increasingly abandoned in the region.

For example, 30 cities in Brazil and Argentina have already adopted a new legal framework called Plan de Metas (Targets Plan) which requires every elected mayor to present within three to four months of taking office a detailed plan of goals and actions that will be implemented during his/her term. This is an effective way to move from electoral promises to formal commitments, and to hold the administration accountable for them. During the second half of 2012, citizens' movements in Brazil and

Chile that are part of the network achieved the commitment of hundreds of candidates to join another democratic innovation, the "Programme Vote". This initiative is a mix of public awareness campaign, interaction with candidates and a management tool based on indicators for planning and decision-making at the municipal level.

The potential of this continental network is verified through its capacity to change public policies and key actors' practices

through innovative strategies, transforming them into best practices that fertilise other initiatives across borders. The Latin American Network for Just, Democratic and Sustainable Cities shows how cities can also be a source to find solutions to meet the challenge of sustainability in the world.

www.avina.net

Partners from the Latin American Network for Just, Democratic and Sustainable Cities give a taste of active citizenship in their cities:

Giving voters a say in political platforms

The Sustainable Cities Program (Programa Cidades Sustentáveis) aims to raise awareness, mobilise people and provide tools to develop Brazilian cities in an economically, socially and environmentally sustainable manner. It offers a platform with actions and guidelines; an agenda for the sustainability of cities which deals with various areas of public administration; examples of good practices all over the world; and indicators associated with the platform.

During 2012 we carried out a big campaign to get the candidate(s) for mayor and political parties to adopt the platform and assume the commitments of the programme by signing a Commitment letter. Another campaign was aimed at the voters and encouraged them to vote for the mayoral candidate(s) who were committed to the Sustainable Cities Program. This effort resulted in more than 200 mayors who were signatories of the Sustainable Cities Commitments being elected. Of 83 cities with more than 200,000 voters, 39 are signatories to the platform, including 20 capitals.

The platform was inspired by the commitments made by the city of Aalborg in Denmark in a sustainable development pact that has already been adopted by more than 650 municipalities, mostly in Europe. The commitments consider local community participation in decision-making, boosting the urban economy while preserving natural resources, social equity, proper land management, urban mobility, global climate and biodiversity conservation, among other things.

- Oded Grajew, General Coordinator, Sustainable Cities Program (Brazil), www.cidades.sustentaveis.org.br



Urban sustainability - A collective effort

In an increasingly urban world, the world's social, economic, political and environmental problems will be urban problems. Cities may provide a great potential for human beings to meet their political, social and basic needs, but they do not always provide equal access to urban space, to decision-making processes, or to the enjoyment of public goods and services. Cities can therefore be places of inclusion and participation, but they can also be places of exclusion and marginalisation. Whether they are the former or the latter primarily depends on the way cities are governed. But the quality of governance mechanisms and institutions greatly depend not only on the quality of governments but also on the quality of civil society.

In Latin America, a region with deep inequalities, urban sustainability cannot be accomplished without enhancing democracy. Urban sustainability implies a collective and coordinated effort, a way of organising communities, exercising power and making decisions. All these affect how resources are allocated within society, how public policies are defined and how problem-solving strategies may have real positive impact. Consistent with this view, the initiatives that are part of the Latin American Network propose innovative ways of citizen participation, promoting institutional reforms and practices that should favour the emergence of new types of democratic urban governance in the region.

- Pamela Cáceres, Former Executive Coordinator of Nuestra Córdoba (Our Córdoba), Network Lecturer and Researcher at Córdoba's Catholic University (Argentina)



Bringing the citizens' voice to urban policies

Lima Cómo Vamos has been able to gather the opinions of Lima's citizens in order to generate awareness among authorities. Local governments and national ministries are now informed about the concerns and expectations of limeños (residents of Lima) and are able to use this information when designing their policies. The city government has just approved Lima's Development Plan – a document that includes the city's vision – and we are proud to know that citizens' opinions, raised by Lima Cómo Vamos, were one of the sources used. The annual surveys and several subject-focused polls are tools in high demand and our aim is to do more and work on evaluating other urban policies and services.

Being part of the Latin American Network for Fair, Democratic and Sustainable Cities not only strengthens Lima Cómo Vamos but also helps us improve our work. As an example, we learned how to make successful urban campaigns from the Argentinian and Chilean movements and how to secure candidate commitment to sustainable urban development during elections from the Brazilian movements. Learning from other cities' experiences is the best way to develop better urban practices.

- Mariana Alegre Escorza, General Coordinator, Lima Como Vamos (Peru)



By Lars Grotewold, Programme Director Climate Change, Stiftung Mercator, and Chair, EFC European Environmental Funders Group (EEFG); and Richard Liu, Programme Officer Environment Programme, Oak Foundation, and member EEFG

Harnessing philanthropy's capacities for environmentally-sound cities



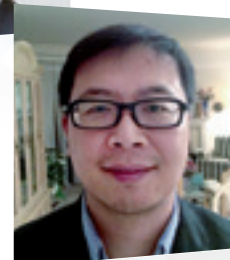
Cities today are responsible for many of the unsustainable trends we can observe, i.e. regarding emissions, resource consumption, biodiversity and land use. Given that the global urban population will grow by 25% by 2050, cities' impacts on global challenges such as climate change will further increase if we continue to build them as we have done over the last century. Philanthropy is well placed to help change these negatives into positives when it comes to cities.

Especially in the fast-paced developing world, cities are forced to expand their boundaries; to construct new towns and low-density communities; and to add additional automobiles to their already congested transport systems. Even though many cities are making commendable efforts in improving energy efficiency and renewable energy utilisation, the effect of these efforts can be substantially undermined by the negative impact of urban sprawl. Such unsustainable expansion of cities also has far-reaching global impacts, particularly on climate change, public health, biodiversity and energy security.

In particular China has been experiencing an unprecedented pace of urbanisation in the past two decades. Every year, approximately 15 million Chinese farmers are leaving the countryside and becoming city residents. And according to officials at China's Ministry

of Housing and Urban & Rural Development, without a number of effective incentives to keep people in the countryside, the flow would be even faster. At that pace, in the next two decades, the construction of 40 billion square metres of additional floor space will be needed in Chinese cities to respond to the pressing demand of the added urban population.

Today, Chinese cities represent 75% of the primary energy demand of the country – this is expected to rise to 83% as China's urban population reaches 880 million by 2030. Use of this energy will contribute 85% of China's total greenhouse gas emissions. Urbanisation, thus, is a central driver of global environmental change. But regarding cities just as drivers of negative impact would be too short-sighted. Cities can – and must – become hubs of change and transformation, turning crisis into opportunity.



To that end, urban policymaking and planning has to change. It has to integrate efforts to maintain the provision of ecosystem services, achieve social equity and stimulate economic prosperity. It has to find answers to the challenge of current urbanisation patterns being inherently inefficient and leading to more energy and resource consumption, while at the same time dealing with cities' enhanced vulnerability (due to the agglomeration of populations and services) to the impacts of climate change and natural hazards. All this calls for a new paradigm in urban planning, a paradigm that tackles the different dimensions of sustainability in an integrated way.

While facing the challenge of transitioning global cities on to a sustainable, low-carbon development path, philanthropy has its unique advantages. Politicians are fixated on the next election; and CEOs are focused on the next quarter's numbers. Philanthropists, by contrast, have the luxury of being able to take a longer-term view and to tolerate more risk. Besides being more patient investors, philanthropists have a strong tradition of spurring social change and transcending both national boundaries and societal sectors with their activities. With these capacities, philanthropy is well placed to support the transformation of cities into hubs of sustainability.

Many philanthropy groups, both European and American, are currently engaged in tackling global warming by guiding emerging megacities (with populations over 10 million) towards a sustainable future. One example is a consortium of four foundations, two from Europe and two from the United States, that invests in the China Sustainable Cities Initiatives (CSCI), which is part of the China Sustainable Energy Program (CSEP). Established over ten years ago, the goal of the CSCI is to reduce carbon emissions and air pollution in new and existing Chinese cities by promoting sustainable urbanisation and the development of transportation systems. To reach this overarching goal, CSCI works with the national and municipal governments to estab-

lish pilots and demonstration programmes to provide concrete examples of sustainable urban development in China's context; draw upon pilots to train local planning and design staff; inform policy development at the municipal, provincial, and national levels; and provide high-quality training programmes for officials, local experts, and students (www.efchina.org).

Similarly, the Rockefeller Foundation's Climate Change Resilience Initiative aims to catalyse attention, funding and action to promote resilience to climate change on several levels. The goal of the initiative is to build resilience to climate change risks for poor and vulnerable people, especially through targeted investments in developing, demonstrating and replicating resilience strategies, and through leveraging policy opportunities to support and fund resilience-building measures. Specifically, the initiative focuses on urban-based resilience strategies, adapting agriculture for climate change resilience, and promoting policies and funding to build climate change resilience for poor and vulnerable people.

As the need to switch towards a more sustainable way of building our cities becomes ever more evident while political leadership on this issue needs to be strengthened, funders have recognised increasing potential to support urban planning reform and establish national models for sustainable development on the city level. To be even more effective, funders should try to find strategies to improve mutual learning, coordination and leveraging of philanthropic efforts targeted at developing the sustainable cities of the future.

Issues of sustainability, climate resilience and the role foundations can play will feature at a session dedicated to Climate Resilience Cities to take place at the EFC's 2013 Annual General Assembly and Conference in May in Copenhagen. The session is organised by the EFC European Environmental Funders Group.

www.efc.be/environment

www.stiftung-mercator.de, www.oakfnd.org



www.gef.efc.be

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Cities and foundations - The positive experience of joining forces

Three-quarters of Europe's population lives in cities, which account for 85% of the EU's GDP. The achievement of Europe's long-term goals for a smart, sustainable and inclusive EU by 2020 will to a large extent hinge on how successful its cities are at promoting citizenship, creating jobs, and improving the liveability of their urban environments. As the network of major European cities, EUROCITIES is putting the urban agenda at the forefront of EU policymaking and ensuring that tackling these issues is a priority.

EUROCITIES provides a political platform for democratically-elected mayors to express their views to EU decision-makers in a wide range of policy areas, including transport; environment; economic development; information and communication technologies; social services; and culture. Founded in 1986, the network brings together the local governments of more than 130 large cities in some 35 European countries.

To date, the network has achieved the recognition of cities as players at the European level. This is reflected in the ambitious urban agenda promoted by the European Commission in relation to the future cohesion policy and the launch by the Commission of the "smart cities" initiative, which aims to accelerate the transformation of cities into energy-efficient, sustainable, low-carbon environments using emerging information and communication technologies.

Through our network, member cities have the opportunity to take part in transnational projects, collaborative research, policy development, and workshops on urban issues and challenges. We promote the sharing of knowledge, exchange of experience, and testing of innovative solutions. This enables a city to decide what works for it and what doesn't - a one-size-fits-all approach cannot be rolled out to all of the continent's urban environments. At present, we coordinate or partner in 17 EU-funded projects. One example is the CASCADE project, funded under the Intelligent Energy Europe (IEE) programme through which 39 cities are involved in developing local leadership programmes to improve energy efficiency.

EUROCITIES also works as a conduit for members to gather political support and demonstrate the importance of local government in strategic policy areas. Through our initiatives such as the Integrating Cities Charter and the Green Digital Charter, cities are showing the way forward on social inclusion and carbon emission reductions.

Our partnership with DG Employment of the European Commission allows us to bring the EU agenda on issues such as social inclusion, employment and education closer to that of cities, and vice versa. Two years ago we began working with the EFC on one of the key areas of our social affairs agenda, Roma inclusion. There were clearly many synergies between the work led by our Roma inclusion task force and the EFC's Forum for Roma Inclusion, and we saw this as an opportunity to join forces and build practical, sustainable responses to a particularly complex issue.

Although a recent development, this cooperation has brought added value to the work we and our members are doing. Examples include the partnership between the Bernard van Leer Foundation and the city of Ghent for engaging Roma mediators, and the contribution of foundations to the evaluation of Roma school mediator schemes in the city of Berlin.

Currently, we are developing a joint initiative with the Open Society Foundations' Mayors Making the Most of EU Funds. It focuses on East-West cooperation among cities for Roma inclusion to transfer good practices and develop joint initiatives that can access EU funds.

These initial positive experiences of working with foundations clearly suggest that there is scope for further collaboration to the mutual benefit of both cities and foundations. Cities can tap into new approaches, tools and resources to address pressing challenges such as Roma inclusion and social cohesion. For foundations, access to the expertise and resources of cities paves the way to pragmatic, sustainable solutions to achieve their missions. This partnering between cities and foundations could ultimately contribute to making our societies more inclusive, innovative and liveable.

www.eurocities.eu





European Foundation Statute - Never as close as now, but still far away

May I suppose that nearly all readers of *Effect* magazine are - after all these years, articles and meetings - convinced of the need of the European Foundation Statute, of the need to have a European tool to facilitate the cross-border activities of public-benefit purpose foundations, and the need to make it easier for us to support public-benefit causes across the EU? Convinced readers should not rest and think it will happen on its own. We all have the responsibility of continuing to explain, convince and motivate decision-makers about the proven benefits of this Statute.

The Commission's legislative proposal was released just over one year ago now. There has been much progress, but there is still a long way to go. The EU's advisory bodies are clearly in favour of the Statute - favourable opinions were published by the European Economic and Social Committee in September 2012 and by the Committee of the Regions in November. Also in November, a public hearing of the legal affairs committee of the European Parliament on the Statute indicated a strong convergence of views of experts and Members of the European Parliament on the need to progress swiftly with the file. This, along with the 2011 Written Declaration pledging support to European statutes for foundations, associations and mutual societies, bodes well for securing the necessary majority approval from the Parliament.

As for the Council of Ministers representing the governments of the Member States, from which unanimous approval for the Statute must be gained, the competent working group concluded a first reading of the proposal in 2012 and is continuing its work towards an amended proposal in the first half of 2013 under the Irish EU presidency.

But still, during the different discussions, meetings and sessions that we have had with MEPs, the Commission and some national authorities, Member States still have questions. On one hand, this is normal. There are other priorities in Europe, maybe sometimes more concrete, sometimes more urgent. But on the other hand, this Statute will have a direct and immediate impact on European society. It will save money for the general interest. It will allow new foundations to be created. It will facilitate philanthropic engagement all over Europe. It will be used by European and non-European philanthropists, families, and corporations that are hesitating, do not know how to start, or that dread the legal and fiscal steeplechase that they would have to endure as soon as more than one country would be involved in whatever activity their foundation might have. So why hesitate? Why delay longer the adoption of this fantastic tool that, once in place,

will surprise us all, in the good sense, of course? So many philanthropic opportunities will not be missed any longer.

At the King Baudouin Foundation's Centre of Philanthropy, we are coming across every week at least several cases where clearly the creation of a European Foundation would be the ideal advice we should give. Today, we have to find (sometimes costly or long) workarounds. Member States claim there is nearly no discrimination anymore. In theory maybe; in practice, not. Please do have a look at all the cases that have been gathered by the EFC where a European Foundation would have helped people and organisations to achieve their philanthropic aims (www.efc.be/efs). You will see cases from all countries, all types, and all sectors of activities; all of them beautiful cases that only have one aim - to help people in need, with more means and more efficiently. But...

Not yet convinced? Look to Transnational Giving Europe, to its impressive growth year after year. In 2012, 7.2 million euros (an increase of 47.7% over the previous year) were channelled to 241 high-profile beneficiaries. Those 241 could all benefit in one way or another from this Statute. With or without tax elements in it, the Statute will in any case facilitate mutual recognition and dramatically diminish time and money-consuming problems that foundations do face today when it comes to cross-border giving. The Statute will facilitate the work of Member States and allow them to better respect the anti-discrimination rule. In this growing European cross-border context, this aspect is not unimportant.

At this crucial time, foundations must continue to make the case for the Statute. The EFC's Advocacy Committee is working to support foundations in pursuing their contacts and meetings with their respective national ministries to make the case for the Statute, while members of the Legal Committee are working with external experts to develop constructive recommendations from the EFC on how the proposal could be enhanced to achieve a Regulation that is both politically feasible and delivers the opportunities for efficient cross-border action that the sector and those it serves so urgently need. DAFNE (Donors and Foundations Networks in Europe) members have sent out position papers aimed at national authorities, and foundations and philanthropists are planning meetings with authorities. And you?

The EFC and DAFNE will not succeed alone. We all have to go back to our authorities telling them how important it is, showing examples, finding ambassadors, telling stories. It will be a collective success or a joint failure. It is now or... not before nearly all readers of *Effect* will have retired.

www.efc.be/efs, www.kbs-frb.bet



European mission marks last push for signing of new Charity Law in Ukraine



The beginning of 2013 marked the entry into force of the new Law on Charity Work and Charitable Organisations for Ukraine. The law was signed by the President of Ukraine, after a six-month delay, exactly one week after the DAFNE (Donors and Foundations Networks in Europe) - EFC mission to Kiev in January 2013. These two events are not unconnected.

During the mission, representatives of DAFNE and the EFC engaged in an open discussion along with experts on the Ukrainian philanthropy sector on current trends in European philanthropy. The new law, which at that point had not been signed, was very much on the agenda.

The Ukrainian philanthropic sector

At the end of 2012, there were more than 14,000 foundations registered with the Ukrainian Ministry of Justice. However, in practice, only a small portion of all registered local foundations are actually engaged in public-benefit activities.

The Ukrainian philanthropic sector focuses on social problems inside the country without getting involved in international public-benefit activities. This is due mainly to the fact that the Ukrainian social protection system is very weak, which means that there are too many social problems and not enough effective state programmes aimed at solving them. For this reason it is not easy to see and understand Ukrainian philanthropy from the outside. However, this does not mean that the sector is isolated from the European and world philanthropic movements. For example, two years ago the country's largest private foundation, the Rinat Akhmetov Foundation for Development of Ukraine, helped the country to receive a grant from the Global Fund to Fight AIDS, Tuberculosis and Malaria, and, in 2012, it became a partner of this international organisation. Also, the annual Davos Philanthropic Roundtable organised by the Victor Pinchuk Foundation has become quite popular in the international arena. This foundation is also known for bringing international knowledge on dealing with HIV/AIDS to Ukraine.

What the new law means for the sector in Ukraine

The new law contains a new paradigm. Previously, if an individual or legal entity donated funds to a public-benefit organisation, they could not get those donations back even if the funds were misused. Now all donated funds are officially controlled and must be accounted for, and if they are not used as intended, the donor has the right to ask for them back. This novelty is an important step forward in preventing financial irregularities in the public-benefit sector.

The law also has the following new features:

- The law significantly increases the officially recognised spheres of public-benefit activities, adding human rights, community development, social services and fighting against poverty to the existing spheres of culture, education and health care.
- The law officially defines terms such as charity grant, endowment etc. Although these have been used actively by experts and players in the public-benefit sector, previously they had not been defined in official documents.
- The law regulates procedures for collecting philanthropic donations. Now they may be collected only by persons having a warrant from or a contract with the organisation the donations are collected for.
- The law allows public-benefit organisations to choose locations where they operate regardless of their registration addresses. So, for example, foundations registered in eastern Ukraine could provide assistance to residents in western Ukraine in the case of a natural disaster without encountering bureaucratic obstacles as was the case during the last large flood there several years ago.

Unfortunately, in the two years that the draft law remained in the Parliament, it was significantly changed – some unexpected novelties appeared and some significant provisions, important for the sector, disappeared. It was a surprise that not all foundations (mainly private and corporate ones) are required to have supervisory boards exercising an external control function. This provision is contrary to the basic international standards for public-benefit organisations.

Of course, as in the case of every new piece of legislation, the law gives rise to a number of questions. One provision in the new law states that, "Charitable organisations may not provide charitable assistance to political parties or on behalf of political parties or to take part in electioneering." How should this be interpreted? Would it be a violation of the law if a private foundation, established by a politician, publicly opens a new hospital or sports facility? If the answer is "yes", tens of foundations established by members of Parliament could very soon be closed. Or would this provision be applied only during relatively short official election campaigns?

How will the requirement that volunteers collecting donations have the proper contracts be controlled? The major players in the Ukrainian philanthropy sector who worked on this new law, which was initiated in May 2008, include the Rinat Akhmetov Foundation for the Development of Ukraine, East Europe Foundation, International Renaissance Foundation, the Klitschko Brothers Foundation, the Ukrainian Philanthropists Forum and a number of other public-benefit organisations and NGOs.

Next steps

The Ukrainian philanthropic sector still has a number of tasks ahead for continuing reforms in legal and financial areas. This mainly concerns taxation. At present foundations must pay income tax amounting to 15-17% of the amount of any contribution they receive. Issues such as the use of SMS messages for public-benefit purposes, the legal regulation of donation collection through the Internet and other issues remain important areas for reform.

More on the DAFNE meeting

In addition to discussing the specific issues around the Ukrainian philanthropic sector, at their meeting DAFNE members again expressed their support for the European Commission's proposal on a regulation for a European Foundation Statute. They also expressed their concern regarding some of the developments with regards to the modification of the VAT directive. The meeting also marked the official welcoming of the Liechtenstein association of charitable foundations to the network.

Participants also discussed the first-ever Foundations and Donors Day which will take place on 1 October this year. This Europe-wide initiative promoted by DAFNE members will aim to raise awareness about the work of public-benefit foundations in Europe.

www.ufb.org.ua, www.dafne-online.eu

Foundations and other public-benefit organisations push for fairer VAT treatment at EU conference

At a recent EU Stakeholder Conference, public-benefit organisations - including foundations - made the case for fairer VAT treatment. The conference, "VAT in the public sector and exemptions in the public interest", was held from 17 - 19 April in Mestre, Italy as part of the European Commission's 2013 Fiscalis programme. Bringing together stakeholders from across the public, private and charitable sectors, the event provided the opportunity to explore this important aspect of the ongoing review of the European VAT system from a broad range of perspectives.

Among other questions, participants discussed the challenges of the current VAT system for public-benefit organisations. The European VAT system has long caused problems for public-benefit foundations, because many of the services that they provide are either exempt under EU law or are outside of the scope of VAT because they are provided free of charge. In both cases this means that the foundation cannot charge VAT and so cannot recover the VAT on its expenditure. The impact of this inability to recover the VAT that is spent on essential expenditure has grown significantly over the years as standard VAT rates have risen, seriously reducing the resources that foundations have available to spend on their public-benefit purposes.

The EFC, Donors and Foundations Networks in Europe (DAFNE), and other partners joining forces via the European Charities' Committee on VAT (ECCVAT) (a network currently chaired by

John Hemming of the Wellcome Trust) presented the arguments in favour of encouraging VAT refund schemes and stressed the importance of these applying to all providers of public good, be they public or private entities and covering expenditure on both non-taxable and exempt services. A mandatory full taxation model and the abolition of social exemptions without compensation are among the policy options currently under discussion. These would be wholly unacceptable for public-benefit organisations, as they would lead to a net increase in the tax paid by some public-benefit organisations. A full taxation model could only be considered if it was made fiscally neutral through the use of super-reduced rates or if made optional.

The key message from the sector is that revisions to the European VAT system must not worsen the situation for public-benefit organisations and that opportunities do exist to reduce the VAT burden of public-benefit organisations to the benefit of citizens across Europe. In this context, a refund scheme for VAT input expenditure for all exempt or non-taxable services or, as supported by several delegates, the introduction of reduced rates on inputs for public benefit organisations/zero rates would be a welcome scenario.

For more information, contact Hanna Surmatz at hsurmatz@efc.be

www.eccvat.org, www.efc.be/vat

A new legal act is good news for German foundations



On 1 March 2013 the German Federal Council passed a new law affecting tax-exempt foundations, marking the latest reform in a series of improvements to the legal framework for foundations in Germany in recent years, particularly between 2002 and 2007. Many see these reforms as one reason for the rapid growth of Germany's foundation sector. Last year, 645 foundations were "born", which means a growth rate of 3.2% over the previous year. The result is 19,551 foundations altogether in the country, in addition to an uncounted number of non-profit trusts. Germany still leads in Europe regarding the number of new foundations.

But of course foundations in Germany are also suffering from the current situation in the capital markets, especially the extremely low interest rates. Foundations depending on income from asset management must adjust their activities and can hardly succeed in building adequate financial reserves.

The latest reform takes this situation into account by making it more attractive to donate to the capital of a foundation by granting more flexibility regarding the building of financial reserves and additional capital, and, on the other hand, allowing new foundations to be established as spend-down foundations ("Verbrauchsstiftung"). The "Gesetz zur Stärkung des Ehrenamtes" (law for the advancement of volunteering), which is being applied retroactively to 1 January 2013, was based on a proposal of the federal government dating from November 2012. The act's name is misleading, because it comprises not only regulations on honorary services, but also on foundation law, charitable tax law and company law.

New: Spend-down foundations

Until now, foundations were allowed to spend only their earnings and income from donations. It was not clear under which provisions foundations were allowed to spend down their capital for the furtherance of their statutory purposes. These provisions have been clarified: According to an amendment of the German Civil Code, it is now possible to start a foundation in the form of a spend-down foundation if the capital is, in accordance with the respective written statutes, spent over a time period of at least ten years. A drawback of spend-down foundations is that the duration of tax privileges applying to the donor are being shortened.

Rule of timely disbursement is eased

The rule of timely disbursement says that charitable organisations must spend their income within a certain timeframe. This time limit has been extended from one to two years starting from the end of the year of accrual, giving foundations better planning capabilities.

Also, foundations are now allowed to fund other charitable organisations in the form of an endowment, meaning that the beneficiary organisation is not obliged to spend these funds but can increase its capital with the funds received.

New: Legal certainty regarding tax-exempt status

Until now, tax authorities did not issue any legally binding administrative act granting tax exemption to new foundations. Instead, only a preliminary statement would be issued. Now, legal certainty has been improved by a new procedure, resulting in a binding administrative decision. This new instrument at the same time gives foreign charitable organisations a way of determining if they comply with German charitable tax law, giving legal certainty to potential German donors with respect to tax deductibility.

Donations to foundations' capital become more attractive for married couples

Until now, married couples who donated could only benefit from the full tax deductibility (up to 2 million euros) if each partner proved that his or her respective donation stemmed from his or her own assets. Otherwise it was often assumed that assets originated from only one partner, resulting in liability for gift tax. With the reform, full tax deductibility for donations by spouses is granted irrespective of the assets' origin.

Building financial reserves gets easier

Charitable organisations can now build "free reserves", not only during the current year, but they can also make up for omitted free reserves within two years. Up to one third of excess income from asset management can be held back as a free reserve. Also, foundations are now allowed to build up capital from their income during the first four years of their existence - until now, this time limit was only three years.

www.deutsches-stiftungszentrum.de

Supporting transitions in North Africa and the Middle East - Joining hands in Tunisia



The people across the Arab region have started a process of monumental changes. The road ahead for countries in transition is long and tortuous, but generates high hopes of more inclusive, equitable, just and prosperous societies. During this transitional period, given the inevitable political turmoil that goes with it, focusing on socio-economic issues and supporting civil society to address them can be an interesting entry point for foundations.

Foundations have a comparative advantage over many other types of agencies. They have much experience in supporting civil society actors, are free from political bias, and usually choose more flexible approaches that enable them to adapt to a constantly changing environment. When they choose to join hands together in this process, they can improve their impact, reduce their costs, simplify access to funding, and, last but not least, benefit from collective intelligence.

Genesis of the Joint Fund for Tunisia

Following the Arab Spring, thanks to the Global Philanthropy Leadership Initiative - a joint project of the Council on Foundations, the EFC and WINGS (Worldwide Initiatives for Grantmaker Support) - a collaborative framework emerged towards supporting transitions in North Africa and the Middle East. This framework set out a broad vision and goals, established core principles of engagement and proposed a first pilot joint initiative in Tunisia.

Tunisia seemed to be the ideal place to start a concrete project. First, Tunisia is where it all started. Second, a vibrant civil society is emerging in the country, which is in need of support to reach out to vulnerable people, and there is an urgency to address basic needs in long-neglected areas. Besides, foundations active in Tunisia have valuable experience which facilitates access to local actors and expertise. Fondation de France has, for instance, been running a call for projects in Tunisia since 2007. The fact that there is an important Tunisian diaspora in many countries where most interested foundations are based also played a role in the decision to start in Tunisia. Hence, there was a sense that one could support local actors driving the change processes in constructive and meaningful ways.

The EFC facilitated the initial framing of the collaborative and assisted a core group of interested foundations to do an initial reality check. A hearing of experts on the Tunisian context took place at the EFC in May 2012 followed by a

joint field trip at the end of June, with the help of Fondation de France, to further assess the relevance and feasibility of such a joint initiative.

The Network of European Foundations (NEF) offered to host the initiative, as it specialises in providing operational support for such joint collaboratives, and could build on similar experience in transition countries, namely its experience with the Balkan Trust Fund.

As early as July 2012, five foundations confirmed their interest in formalising a partnership agreement for a Joint Fund for Tunisia: Fondation de France (France), Fundação Calouste Gulbenkian (Portugal), King Baudouin Foundation (Belgium), Robert Bosch Stiftung (Germany) and TrustAfrica (based in Senegal), under the aegis of NEF and the EFC.

The process went quickly, facilitated by the fact that the core group of foundations was small, knew each other well from previous collaborative experiences and decided to start the programme on the ground without delay in order to test out the approach and respond to the socio-economic emergency, before opening up to a wider circle of foundations.

Fikra Tounisiya - Ideas for Tunisia

The Joint Fund for Tunisia aims at contributing to advancing social and economic justice in Tunisia by investing in building local capacity and assets, and supporting the establishment of channels for joint learning and cooperation within Tunisia, as well as with diaspora networks and civil society actors from other countries.

The members of the collaborative are apolitical, non-religious, transparent and independent foundations. They commit themselves both financially and in terms of human resources for the duration of the pilot phase and are expected to further commit themselves with a time horizon of five years (2012-2016) to allow the joint fund to evaluate its work and grow. The pilot phase will focus on implementing a call for ideas for the northwest region of Tunisia.

This region is predominantly a rural area, which has long been neglected. It has not received as much attention as the central region, where the revolution started. Hence, there are important socio-economic needs and fewer donors, yet there is a potential and emerging civil society which is struggling to organise itself to set up and implement projects.

Donors are finding it difficult to reach out to those new and small civil society actors, and standard approaches to funding, such as calls for proposals, have so far failed. The field trip clearly proved that what is required is tailor-made support, which foundations were certainly best placed to provide.

Hence our programme is of a unique nature. It seeks to identify and support individuals who are catalysts of change, multipliers and enablers in their local community and yet benefit from recognition and support within their constituencies. They can be

active as individuals, or through a civil society organisation, and can represent a diversity of issues, fields of work and population groups.

A "call for ideas" will be launched, hence the name "Fikra" ("idea" in Arabic). The ideas will be selected according to their relevance and potential socio-economic impact on the most vulnerable groups. The person behind this idea will be supported in further developing the project. This support will take many forms, ranging from joint workshops, training and tailor-made coaching. This incubation phase will be designed to facilitate exchanges among project organisers and develop a culture of partnering which is still missing in Tunisia. At the end of the process, once projects have come to maturation, access to funding will be facilitated.

A Tunisian Programme Manager has been recruited and is currently preparing the call for ideas. Stay tuned for more!

www.fondationdefrance.org

Coming soon - EFC Thematic Network on Youth and (Un)Employment



Young people in Europe have been disproportionately affected by the financial crisis. According to the statistical office of the EU (Eurostat), the youth unemployment rate in the EU-27 was around twice as high as the rate for the total population throughout the last decade. More specifically, in January 2013, 5.7 million young people (aged 15-24) were unemployed. In Greece and Spain, over half of young people cannot find a job, and when they do, it tends to take the form of temporary contracts or part-time work.

Eager to provide prompt responses to such problems, foundations in Europe, especially those operating in southern countries, have been piloting projects aimed at tackling youth unemployment. Fundación Bertelsmann has reshaped its programme priorities for Spain to promote youth entrepreneurship. In Greece, the Stavros Niarchos Foundation supports specialised training programmes that help young people access the labour market and that promote youth social entrepreneurship. Fondazione Cariplo promotes employment and entrepreneurship through support of young people's start-ups in Italy.

In January 2013, EFC members came together at an exploratory event to exchange practices and test the potential of establishing an EFC thematic network focused on the topic of youth and (un)employment. Representatives from the European Commission and the European Youth Forum also attended.

During the meeting foundation participants suggested that a future EFC Thematic Network on Youth and (Un)Employment could provide the space for EFC members to:

- **Connect** with other foundations and learn from each other's experience
- **Foster** links and connections with EU institutions and other potential partners and stakeholders
- **Identify** pilot initiative(s) and implement joint activities
- **Share** practical experience deriving from local, national and European experience

Foundations participating in the exploratory event included Fondation P&V, Fondazione Cariplo, Fundação Calouste Gulbenkian, Fundación Bertelsmann, Fundación ONCE, Levi Strauss Foundation, Stavros Niarchos Foundation, and Unicredit Foundation.

Foundations that have expressed interest in participating in future thinking around this include the Bodossaki Foundation, Fondazione Cassa di Risparmio di Cuneo and Siemens Stiftung.

The EFC secretariat will continue exploratory discussions on the development of a Youth and (Un)Employment Thematic Network in the near future. If your foundation is interested in participating in this process, or if you just want to know more, contact Laura Consorti at lconsorti@efc.be

www.efc.be/thematic-networks



Foundations band together for Roma inclusion

How many realise that the Roma¹ number an estimated 10-12 million, comparable to the population of Belgium or Portugal? Possibly constituting the biggest ethnic minority in Europe, it is a young and fast-growing population group with the average age being 25, compared to an EU average of 40. There are about 1.5 million Roma children under the age of six – more than that same age group in Spain, and roughly equal to that in the five Nordic countries combined.

Discrimination and social exclusion still characterise the lives of many Roma. Despite international, European, and national laws, and existing mechanisms in human rights. Eight out of ten Roma households are at risk of poverty². A higher percentage of Roma people live at subsistence poverty levels and in much poorer conditions, and suffer from more chronic diseases, than majority non-Roma population groups. Many Central and Eastern European countries still segregate the Roma into special schools, or special classes within mainstream schools, where teachers often have lower expectations and must work with fewer resources and poorer infrastructure.

At the recent meeting of the EFC Forum for Roma Inclusion held at the end of 2012 in Weinheim, participants explored Roma issues and avenues for cooperation. A major concern that has emerged for the group is the Roma's human right as migrants. Roma should be able to move freely as equal citizens within the EU, yet they continue to encounter border controls set up even by post-modern minds – granite, hard rock stigmas and internal gatekeepers signalling them as thieves and burglars to be turned away. Europe is built on the premise of being a continent open to the free movement of all its citizens. Since the collapse of the Soviet Union and subsequent EU enlargement processes, many Roma migrated to the old EU Member States from the former Yugoslavia and from the new EU Member States, mainly Romania and Bulgaria, but also Poland, the Czech Republic and Hungary. This migration was driven by poverty, unemployment, racism and violence, along with an assumption that the more prosperous old EU Member States would provide better social services and protection.

Another area of concern for the EFC Forum for Roma Inclusion is the question of the east-west divide when it comes to addressing Roma issues. While most of the political attention and private funding is focused in Central and Eastern Europe where the majority of the Roma poor live, there is a clear need to look also at the treatment of Roma in the west of Europe. In the last few years France and Italy, as prime examples, have taken harsh measures against the Roma, violating international and European human rights conventions. The rights and equal treatment of Roma are European issues and need to be tackled throughout the continent, while at the same time with eyes open to the different contexts, histories and realities on the ground in the various regions of Europe.

Transforming words into action

A wide spectrum of civil society groups such as the EFC Forum for Roma Inclusion have been doing more than just exchanging perspectives, most especially to enlarge and leverage the impact of their respective intervention practices and to inform advocacy measures for apt changes in terms of strategies and policies.

Each member of the Forum for Roma Inclusion is now taking the lead in each of the group's four thematic areas:

1. The Freudenberg Stiftung, which has ten years of involvement with Roma mediators researching Roma inclusive schools, will continue to take the lead on that programme.
2. Early childhood remains a strategic priority area for the Forum with Bernard van Leer Foundation taking the lead in guiding the Forum to invest in this field and to ensure that more foundations engage in addressing Roma inclusion in the area of early childhood across Europe.

¹ We are using the term Roma as it is commonly used by the European Commission, the United Nations and other international institutions, as an umbrella term referring to a variety of groups of people who describe themselves as Roma, Gypsies, Travellers, Manouches, Ashkali, Sinti and other terms. The use of the term Roma is in no way intended to downplay the great diversity within the many different Romani groups and related communities, nor is it intended to promote stereotypes. Roma, however, now seems to be an accepted name for the various groups of Romani origin.

² FRA Roma pilot survey and the UNDP/World Bank/European Commission regional Roma survey carried out in 2011.

3. The ERSTE Stiftung will lead a new programme, Transition to Working Life, within a strategic approach to share joint efforts that will effect synergies through community-based Roma partnerships, focusing on critical support to education for employment as well as to social business schemes that can empower entrepreneurial orientations among youth and women's groups.
4. The fourth programme, Media, is entrusted to the Open Society Foundation (OSF), which has been conducting intensive training to bring Roma and other minority voices to the fore.

Two thematic areas will cut across all four pillar programmes. OSF, with EUROCITIES, will lead east-west cooperation, aimed at encouraging cities in the EU to enlarge their concept of living and working in communities for Roma inclusion. The other, Migration, needs to be worked out in concrete terms of interactive support with various stakeholders and potential partners.

Why more foundations should add their strengths to the Forum

The Forum is always looking for more partners to increase its impact. Foundations can have a stronger voice at the European level, promoting dialogue and exchange of experiences to inform and

urge policymakers to act with more urgency on Roma inclusion. We operate in different countries with diverse partner portfolios and know our national context, and at the same time understand the value of working together, which allows us to address the European dimension of these issues effectively. Through our access to the EU, we could play an important facilitating role in strengthening the involvement of civil society and Roma communities in shaping and engaging with the EU policy agenda for Roma.

All the Forum's projects are intended to leverage the diversity of the Forum members to capitalise on their varied strengths and approaches, thus enabling them to tackle complex issues in holistic, rather than piecemeal or fragmented, ways. There is a consensus around the primary goal to develop models that could serve as showcases of useful and tangible outcomes, and the vision to demonstrate the impact of inclusive effects that may give hope to Roma not only as light coming through the cracks but as doors of real opportunities opening up.

www.efc.be/roma

www.bernardvanleer.org

www.erstestiftung.org



Mama Cash celebrates 30 years of funding women's rights (she's alive & kicking)

Three decades ago, one woman's inheritance launched Mama Cash, the world's first international women's fund. Since then, Mama Cash has mobilised over 67 million euros and supported more than 6,000 women's organisations and funds worldwide.

To mark our 30th anniversary, Mama Cash is looking back at what we have learned from three decades of funding women's rights activism on our new website <http://history.mamacash.nl>

Here we reflect on the role that Mama Cash and our grantees have played in bringing about social change, the achievements of women's movements, and the work that still lies ahead.

www.mamacash.org



15 Years, 15 Stories

The Diana, Princess of Wales Memorial Fund's "15 Years, 15 Stories" is a collection of 15 personal testimonies – one for every year the Fund was in existence – from individuals who benefited from the work of the organisations the Fund had supported. Umarbek dedicated his life to campaigning to ensure that what happened to him as a child does not happen to others. Leonard and Ceyrone both overcame adversity as children, in very different circumstances, and are now confident and inspiring young adults determined to help others to do the same. And these are just a few. The Fund was established in 1997 with a mission to create a lasting legacy from the humanitarian work of Diana, Princess of Wales. This book provides an insight into how the Fund sought to keep faith with the Princess' concern for the most vulnerable in society and how the excellent work of the organisations it supported ensures that the legacy continues. The Fund closed in December 2012, having successfully completed an ambitious, time-limited programme of work aimed at securing sustainable improvements in the lives of disadvantaged people in the UK and around the world. Harriet Lowe, Editor; *The Diana, Princess of Wales Memorial Fund, 2012; 62 pages.*

www.dianaprincessofwalesmemorialfund.org

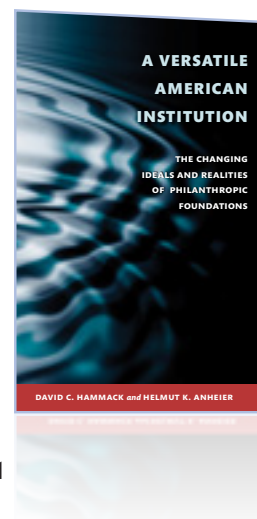
A Versatile American Institution

The Changing Ideals and Realities of Philanthropic Foundations

America's grantmaking foundations have grown rapidly over the course of recent decades, even in the face of financial and economic crises. Foundations have a great deal of freedom, enjoy widespread legitimacy, and wield considerable influence. In this book, David Hammack and Helmut Anheier follow up their edited volume, "American Foundations", with a comprehensive historical account of what American foundations have done with that independence and power. While philanthropic foundations play important roles in other parts of the world, the US sector stands out as exceptional. Nowhere else are they so numerous, prominent, or autonomous. What have been the main contributions of philanthropic foundations to American society? And what might the future hold for them? This book considers foundations in a new way. Previous accounts typically focused narrowly on their organisation, donors, leaders, and intentions – but not on the outcome of philanthropy. Rather than looking at foundations in a vacuum, Hammack and Anheier consider their roles and contributions in the context of their times and their economic and political circumstances.

David C. Hammack and Helmut K. Anheier; *Brookings Institution Press, 2013; 273 pages.*

www.brookings.edu/about/press



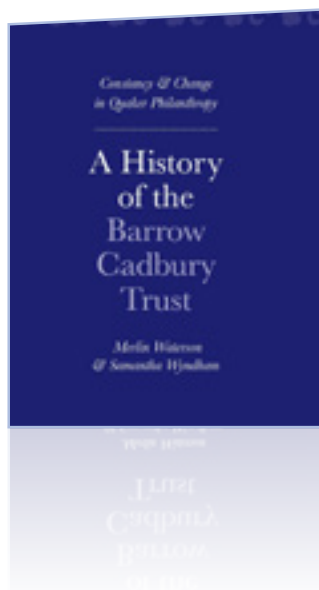
A History of the Barrow Cadbury Trust

Constancy and Change in Quaker Philanthropy

Since its foundation in 1920 the Barrow Cadbury Trust has been in the vanguard of social change. Inspired by Quaker beliefs and a vision for a more just society, the Trust's founders Barrow and Geraldine Cadbury used their increasing wealth, drawn from the famous chocolate company, to tackle profound social ills including juvenile crime and urban poverty. Initially focused on the city of Birmingham, the Trust went on to support projects across the UK and overseas. Standing apart from other philanthropists, even rejecting the term itself and the patronage it implied, Barrow and Geraldine were influential social reformers who worked ceaselessly to improve the communities around them. Their approach was structural, looking to address the underlying ills in society. This new publication describes how subsequent generations of the Cadbury family have ensured that the work of the Trust has continued to evolve with the changing social context, straddling the creation of the welfare state for which they had long argued. From their support for pioneering equalities movements and peace initiatives in Northern Ireland, to discreet backing for the Mandela family during the years of Apartheid in South Africa, the Trust's story tracks many of the great changes that sculpted the past century.

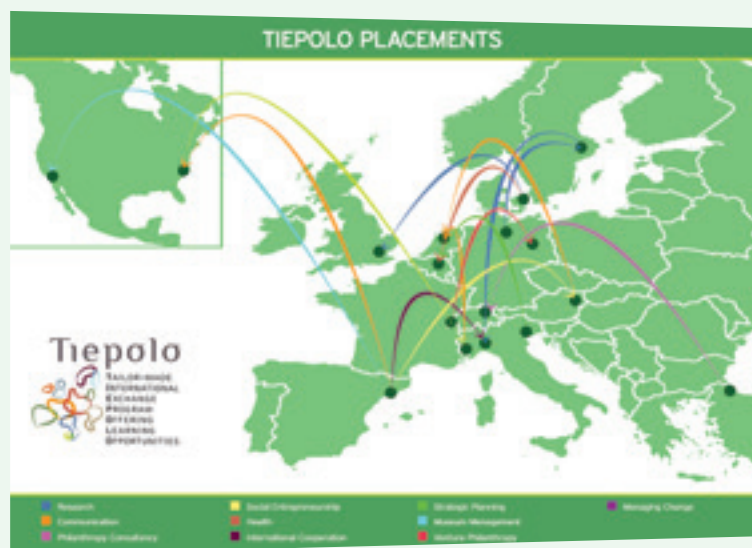
Merlin Waterson and Samantha Wyndham, with foreword by Professor Sir David Cannadine; *The Barrow Cadbury Trust, 2013; 144 pages.*

www.barrowcadbury.org.uk



STRENGTHENING HUMAN RESOURCE DEVELOPMENT STRATEGIES IN EUROPEAN FOUNDATIONS

2013 TIEPOLO KNOWLEDGE SHARING MEETING



www.efc.be/tiepolo

When? 20 June 2013

Where? 'la Caixa' Foundation, Barcelona

Why? Using the TIEPOLO experiences as a launching point for discussions, the overall goal of the Knowledge Sharing Meeting will be to boost strategies for human resource development in European foundations.

What is TIEPOLO?

The EFC and Fondazione Cariplo jointly organise the Tailor-made International Exchange Programme Offering Learning Opportunities (TIEPOLO), which aims to give foundation staff the opportunity to build and develop their skills through the exchange of staff between foundations.

Alliance magazine

June 2013

Focus on...

Philanthropy in a changing world economy

The "financial crisis" is often said to have begun on 15 September 2008 when Lehman Brothers filed for bankruptcy. Did the world change then? Yes and no. In North America and Europe, it certainly did. For the rest of the world, it can be taken as a symbolic date for a longer-term shifting of economic power. This is playing out differently in different parts of the world. How is philanthropy – foundations, individual philanthropists, impact investors – responding to the new order? This is the central question this Alliance special feature seeks to answer.

Contributions to the special feature include The Economist's Matthew Bishop outlining the role philanthropy could play in different economic scenarios; an article by ACF's Richard Jenkins suggesting a third way of looking at foundation endowments, in addition to perpetuity and spend down, in the context of long-term austerity; an article by philanthropy expert Diana Leat on why foundations change; case studies of two Italian foundations, Oltre Venture

and Fondazione Cariplo; and an interview with Bradford Smith of the US Foundation Center on how US foundations are responding to the new economic situation. We also have a case study of philanthropy in India, with a comment from Brazil; interviews with Stephen Dawson of Jacana Partners and African businessman and philanthropist

Tony Elumelu on mainstream investing, impact investing and philanthropy in Africa; and an article by Barry Knight, Halima Mahomed and Chandrika Sahai on how foundations can address inequality. Finally, guest editor Anthony Tomei, former director of the Nuffield Foundation, draws the threads together.

The June issue of Alliance also includes an interview with new Council on Foundations president Vikki Spruill on the big issues facing the Council and US foundations; Kurt Peleman on the future of venture philanthropy in Europe; an article on the tensions between the humanistic and the technocratic by Nick Deychakiwsky of the Mott Foundation; plus John Fullerton of the Capital Institute on "A Gospel of Wealth for the 21st Century".

www.alliancemagazine.org



Euro Philantopics

A conversation between policymakers
and philanthropists

14 November 2013
Brussels, Belgium

Engage in small group conversations and workshops

Meet with EU representatives and MEPs in an intimate setting

Network with your peers

dafne Donors and Foundations
Networks in Europe

EVPA
EUROPEAN VENTURE PHILANTHROPY ASSOCIATION

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FOUNDATION
CENTRE

European Foundation Centre AISBL | 78, avenue de la Toison d'Or | 1060 Brussels, Belgium
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