

# effect

FOUNDATIONS IN EUROPE TOGETHER

## FEATURE

### Are foundations switched on to social media?

- > **Allyson Reaves** on how your foundation can start using social media
- > **Susanne Kutz** and **Dirk Wegner** on leaving the safe haven of your website
- > **Filiz Bikmen Bugay** on the Sabanci Foundation's social media "conversion experience"



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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](mailto:effect@efc.be). For more information on the magazine and to download past issues, visit [www.efc.be/effect](http://www.efc.be/effect)

## 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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## *Getting out there with social media*



Gerry Salole

This issue is not meant to be an in-depth analysis of social media use among foundations. Instead, it gives a snapshot of how some EFC members are using social media themselves or funding social media projects, and their reflections on these experiences. In these pages you will also find concrete tips and advice on using social media, and as such, this issue is a bit of a handbook as well.

Reading about the experiences of our members in this area, I was struck by the power of these online social networking tools to inspire and underpin offline action and engagement. I appreciated the honesty of the authors about how social media had in some cases taken them by surprise by leading projects in unexpected directions. And these articles make it clear that confining your online presence within the comfortable world of your website is an approach that just won't work anymore.

Another important thread emerging is the lesson that using social media is not about self-promotion, it is about multidirectional engagement with a range of stakeholders that enriches and improves the work of everyone involved.

And just how many EFC members are using social media? The following statistics give us a good idea:

**21%** of EFC members are on Twitter (49 members)

**29%** are on YouTube (67 members)

**38%** are on Facebook (89 members)

In case you are wondering, the EFC is present on all of these social media platforms, but we are also learning as we go. The insights in this issue of Effect will be valuable to us, too.

Connecting more and more with our stakeholders and others outside the foundation world will only help our sector boost its legitimacy, which is an issue that I have been increasingly worried about. The importance of this is clear when you read articles in this edition of Effect like the one on the EU's current deliberations on counterterrorism and financing of non-profit organisations.

And what better way to boost legitimacy than measuring the impact of the work foundations do. In this issue you'll find pieces on a research project on social impact, the essentials of evaluation, and you'll learn about a group of foundations and other stakeholders forming around the field of social impact analysis.

These key issues of outreach, dialogue and legitimacy go to the heart of what Effect is all about – telling the story of foundations. And in telling that story, we open the door to meaningful engagement with other actors in society, a process that can only benefit foundations in the end.

Enjoy your reading.

Warm regards,

**Gerry Salole**

*EFC Chief Executive*

# Foundations' toolbox

## The essentials of impact assessment

By Lisa Jordan, Executive Director, Bernard van Leer Foundation;  
and Barry Knight, Executive Director, CENTRIS

Over the past few years, “impact assessment” has become essential. This trend is being driven by demands for more accountability, increasing scrutiny from authorities, fewer resources, and an expectation from the public that foundations will do more with less. So, if we need to take impact seriously, how do we go about measuring it?



Lisa Jordan

The response of the Bernard van Leer Foundation was to abolish its evaluation department. At first sight, this appears counterproductive, particularly since the foundation has a good record on evaluation. It was ahead of the game in expecting projects to measure the extent to which they achieved what they said they

*The evaluation industry is an intimidating place, full of elaborate models, wacky math, and deadly jargon.*

would. This meant that the foundation always knew how many children it was

serving, how many families it was supporting, and in how many centres. Results were easy to count, and allowed the foundation to determine how efficiently its funds were applied to children's needs across a wide range of country contexts.

However, evaluation of projects is not the same as measuring impact. Evaluating individual projects against a predetermined set of outcomes does not help us to understand how to create the conditions for sustainable change in young children's lives. It is almost impossible to determine patterns, to monitor multiple factors of change, to capture unexpected results, or even to isolate and then replicate the most meaningful factors that make a difference.

Measuring impact takes us into difficult territory. We have to struggle with big issues of what we are really trying to do and what we can realistically achieve. Inevitably, we begin to see that we have very modest resources in comparison with the size of the problems we face.

To assist us in rising to the task, a vast evaluation industry has come into being, so that guidance on grantmaking for effective impact is everywhere. The Foundation Center in the US has created



Barry Knight

a database on “Tools and Resources for Assessing Social Impact” (TRASI). This lists as many as 150 different approaches. It seems that, from a position where we had too little guidance about evaluation, we now have too much. There are so many types and techniques that it is hard for the non-specialist in evaluation to find her way around. The evaluation industry is an intimidating place, full of elaborate models, wacky math, and deadly jargon.

To help us see through the maze, we put ourselves in the place of a programme officer faced with the problem of evaluating her portfolio and wrote a play called “Kirsty and the Evaluators” (watch



*Measuring impact takes us into difficult territory. We have to struggle with big issues of what we are really trying to do and what we can realistically achieve.*

the play at <http://vimeo.com/8269821>, enter password psjp). Kirsty finds herself in a hard place between a demanding boss, a complex set of grants, and incomprehensible evaluators. Since there is no one-size-fits-all model of evaluation she can use, she reaches the conclusion that only she can develop the right method of how to evaluate her portfolio. It is her work so she should find a way to figure out its impact.

Our key message is that you have to take control of your own evaluation and not give over control to an external evaluator who doesn't necessarily understand your problem. You have to empower yourself.

Ah yes, but how? Obviously, it's your choice, but we have set out four principal characteristics that may help you develop a system to deliver evaluation:

1. **Owned** – People who use the evaluation feel that the system is theirs, rather than being imposed on them. The system is integrated with their day-to-day work.
2. **Useful** – Results are relevant, and can be applied in day-to-day work to promote learning.
3. **Robust** – Results are valid and reliable. The system needs to be sensitive to the complexity of what is likely to be involved in shifting the deep-seated issues being worked on.
4. **Simple** – The system works smoothly and easily without the need to have high technical knowledge. Note, however, that simple does not mean simplistic. Things should be as simple as possible but no simpler.

Taking the first letter of each of these words gives us the acronym "OURS". Or, if it's more to your taste, you can change the order and get "SOUR".

According to Mark Friedman in the 2005 publication, "Trying Hard Is Not Good Enough", there are also seven evaluation questions that will help you start to evaluate the content of your work and get to the centre of the problem:

1. What are the quality of life conditions we want to see?
2. What would these conditions look like if we could see or experience them?
3. How can we measure these conditions?
4. How are we doing on the most important measures?
5. Who are the partners that have a role to play in doing better?
6. What are the things that will work to enable us to do better?
7. What do we propose to do?

These questions can be used in any order to stimulate discussion at any time and in any place with any group. Since they are based on common sense, require no technical understanding, and are completely free of jargon, they can be used by anyone.

To get findings, we do not want to have to wait for a year for an evaluator to produce a report. We therefore suggest that results are tracked as the work proceeds, and the best way to do this is graphically. There are a variety of ways of doing this. It can be done on a spreadsheet or on a wall chart. It really doesn't matter so long as people can see the results, and understand them instantly.

As the results emerge, it is important to spend time reviewing them. Results

will not always be good, and action may need to be taken to turn around what might be poor performance.

We also have to remember that we need to be humble about what we can achieve on our own. Some annual reports of foundations read as if "we and our grantees solved this major issue single-handedly." Life is not like that.

Shifting some of the issues we are working on, such as sustainable change in children's lives, requires multiple actors. Foundations will need to move towards a philosophy of collaboration. The campaign to introduce "A Living Wage" to London, which is now accepted by all main political parties, was the result of multiple organisations working together – a coalition of community groups, churches and mosques provided popular support; a university provided an evidence base for the campaign; a media organisation obtained press coverage; and foundations provided money. Businesses, which initially opposed the idea, now see the economic value of having a contented workforce and are promoting the idea.

This partnership approach deals with the "problem of attribution". It is almost impossible to unravel the contribution of any single actor in a successful endeavour. But so what? It doesn't matter so long as we produce a practical answer to the first question in our list, that is to produce the quality of life conditions we want to see.

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[www.bernardvanleer.org](http://www.bernardvanleer.org)  
[www.centris.org.uk](http://www.centris.org.uk)

*Our key message is that you have to take control of your own evaluation and not give over control to an external evaluator who doesn't necessarily understand your problem. You have to empower yourself.*

# Opening doors for impact — Results of the research project “Strategies for Impact in Philanthropy”

By Ekkehard Thümler, Project Director, and Nicole Bögelein, Research Associate, Centre for Social Investment, University of Heidelberg

What does a high social impact scenario look like when it comes to the work of foundations? The actual contribution of the high impact programme is comparably small, but highly targeted and makes use of social conditions that are already out there. The foundation only opens doors, thereby giving access to resources for people who value them highly, and who then walk through on their own. This way it manages to “get the stones rolling” by focussing on the removal of a few small obstacles.



Ekkehard Thümler

In this picture, the role of foundations varies in important aspects with the conventional wisdom on philanthropic intervention. There seems to be little need for most of the philanthropic equipment that is en vogue today – from grand strategy designs to all-encompassing evaluations, and from one-size-fits-all approaches to the rhetoric of philanthro-capitalist redemption.

These observations have emerged from a scientific research project “Strategies for Impact in Philanthropy”, conducted by the Centre for Social Investment at the University of Heidelberg. The project involved 20 in-depth case studies to identify successful programmes in the European foundation sector, to understand their underlying mechanisms, and to formulate a model of high impact philanthropy that is based on empirical rather than anecdotal evidence.

Foundations in Europe aspire to making a substantial and lasting contribution to society. But despite significant expansion in recent decades, their financial resources remain small in comparison to the needs they address. How, therefore, can foundations create substantial social impact, and what is high impact after all?

To be sure, European philanthropy is characterised by its diversity. Philanthropic strategy-making is much too complex and demanding to follow a simple blueprint approach or some kind of philanthropic algorithm that fully explains or even predicts high social impact. Our data show that high impact does not occur under just any circumstances. The cases we examined had one feature in common: They were successful in solving relevant social problems (understood in a very broad sense). They either made the problems actually go away or, if this was not possible, allowed them to be managed long-term, as opposed to providing symbolic short-term answers only as so many models, “pilot projects” or alleged “lighthouses” do. Foundations generate high impact when they depart from more traditional, charitable forms of giving.

However, contrary to much of current philanthropic theory, we also found that high impact is not a matter of sound strategy-making or the use of similar fashionable conceptual equipment. At the same time we would not dismiss



Nicole Bögelein

strategic approaches per se, but we must keep in mind that they are just one tool in a larger philanthropic toolkit.

*There seems to be little need for most of the philanthropic equipment that is en vogue today – from grand strategy designs to all-encompassing evaluations...*

We identified three stages of problem-solving that seem to matter most when it comes to high impact:

## 1. Choosing a “good” problem

Foundations that achieve high impact look around to see what relevant problems there are and formulate approaches to them in ways that make them manageable. While the call for problem-solv-

## *To achieve high impact, foundations develop solutions for which there is a high demand and draw in a high degree of additional resources.*

ing itself is hardly surprising, we found that the choice of the right problem is a decisive step in any programme, and it is by no means trivial. On the one hand it has to do with the reduction of complexity, scale and scope. On the other hand it is a creative task that may combine aspects of different problems or target groups, and both are essential for making problems manageable in the first place. It is the societal rather than the private relevance of the problem that gives a foundation's intervention its meaning. A proviso is important here: Manageable problems need not be tiny, but if they are very large this has consequences regarding timeframe and resources that must be invested, according to stage two in problem-solving that we have identified.

### **2. Development of coherent designs**

Effective foundations develop tailor-made solutions by designing interventions in a way that creates a coherent and sustainable fit between problem, solution and foundations' capacities. To put it simply, very large, complex, persistent and highly political problems on an international scale, such as climate change, cannot be solved by a project week on power-saving in one school set up by the local community foundation, even though such an organisation may have the knowledge and legitimacy to tackle local issues that no other actor may possess. Coherent design keeps foundations from becoming patchy or amateurish.

### **3. Use of social dynamics**

To achieve high impact, foundations develop solutions for which there is a high demand and draw in a high degree of additional resources. The latter requirement is key – satisfying social demands requires not just money, but other kinds of resources and opportunities as varied as vacant positions in the public sector, legal status, open access to informa-

tion, personal knowledge and the like. Normally these resources are not at the command of foundations at all, but they can be mobilised by foundations if social need for them is high.

Our model stresses the pragmatic approach of choosing a meaningful, yet manageable problem; the intuition to address it at the right time when the opportunity for a solution appears; the competency to develop a thorough understanding of it; the modesty to work with partners if the latter is not the case; and the creativity to fashion a solution that actually fits the problem and that makes use of, or even creates, social dynamics. All of this becomes more important than large funds, huge organisations,

and lots of staff. And, finally, it highlights the innate ability of foundations as, in principle, everlasting organisations to take responsibility for a problem, to go the whole way and to really finish the job.

*"Strategies for Impact in Philanthropy" was funded by Fundação Calouste Gulbenkian, King Baudouin Foundation and Stiftelsen Riksbankens Jubileumsfond via NEF, as well as Compagnia di San Paolo and Stiftung Mercator. The results will be published in a separate compendium in 2011.*

[www.csi.uni-heidelberg.de](http://www.csi.uni-heidelberg.de)

## **Capacity-building at the EFC**

*By European Foundation Centre*

With the aim of helping the third sector in Europe to further professionalise and to nurture, inspire and help develop talent and excellence within the practice of European philanthropy, in 2010 the EFC launched a new and comprehensive Capacity-Building Programme, which will be implemented through concrete activities and tools in the coming years.

### **Signposting**

Knowledge repository on the EFC website about exemplary capacity-building activities within, and for, European foundations, including background materials, guides and manuals in the following categories:

- Academic departments conducting research on philanthropy
- The craft of philanthropy in Europe
- Fellowship opportunities
- Capacity-building calendar displaying events throughout Europe

### **Learning Events**

Emphasis is put on the "craft" of philanthropy, always bearing in mind the questions about the "how" and "why" of foundation work. The programme is rooted in research and guidance on foundation practice:

- European Learning Lab: A dynamic new training series on Project Cycle in cooperation with Fondazione Cariplo
- "Next Generation" thread during the EFC Annual General Assembly (AGA) and Conference
- International Fellowship Programme for Learning and Exchange in Philanthropy

### **EFC AGA and Conference**

Conference sessions dedicated to capacity-building and operational issues at each EFC annual conference.

[www.efc.be/capacitybuilding](http://www.efc.be/capacitybuilding)



# Towards a social investment approach — Funding the core work of non-profits

By Salvatore LaSpada, Chief Executive, Institute for Philanthropy



Salvatore LaSpada

In recent months, philanthropy talk has been dominated by the Giving Pledge, a bold and inspiring initiative from Warren Buffett and Bill Gates. The premise of the Giving Pledge is as eye-catching as it is

straightforward — that America's wealthiest people, beginning with those on the Forbes 400 list, should commit to giving half of their fortunes to charity, either during their lives or in their wills.

Within weeks, Buffett and Gates found themselves joined by 38 other philanthropists, some of whom even exceeded the targets that the founders of the pledge had set — notably Eli and Edythe Broad, who said that they would give away 75% of their assets, and Larry Ellison, who said that he would give 95% at the least. Many more will no doubt do the same in the months to come, including philanthropists from outside the US.

*...there are still too many donors who are reluctant to provide excellent organisations with grants to support their core capacities...*

These, then, are exciting times for the charity sector, as it awaits the arrival of billions of dollars in support of innovation and the public good. But it is one thing to give away money, and quite another one to give it away well. It is our hope — and I believe one that we share with many in the philanthropic sector — that this additional capital be invested as strategically as possible so as to leverage the greatest possible effect. That suggests a number of things — approaches to giving that seek “upstream” (as opposed to remedial) solutions; that seek to influence public policy and the public purse; and that leverage additional buy-in from other funders through smart collaboration and effective communications. It also suggests a renewed focus on the importance of unrestricted funding, or, as it is more colloquially known, “core support”.

At present, there are still too many donors who are reluctant to provide excellent organisations with grants to support their core capacities — such as IT and communications, board strengthening, staff training, and increased evaluation capacity, among others — preferring instead to fund specific projects. This is a missed strategic opportunity.

Unrestricted funding enables organisations to pursue their mission with maximum agility while at the same time testing new ideas. As such, it exemplifies one of the best aspects of philanthropic capital — that of risk capital. It also translates into more effective stewardship and deployment of precious and scant resources as it reduces the enormous transaction costs of piecemeal fundraising which is one of the biggest drags on non-profit effectiveness.

*Unrestricted funding enables organisations to pursue their mission with maximum agility while at the same time testing new ideas.*

Reluctance to offer core support, insisting that every penny or cent that the funder gives should go directly to the project, often relies upon the fiction that projects can somehow be separated from the organisations that direct them. There is a wealth of literature, not least the Nonprofit Overhead Cost Project (Urban Institute and Indiana University, 2004), which argues compellingly that low overheads lead to inadequate infrastructure that in turn limit the effectiveness of not-for-profit organisations. In this sense, core support is a highly leveraged approach to giving and one that mirrors the very means by which the great entrepreneurs of our time have built effective businesses — investing in their people, their capacity for innovative product development, and their communications and marketing.

The announcement of the Giving Pledge, then, seems as good a moment as any to ask this new group of donors to act as many of them did when building globally successful businesses, which is to invest in the running of charities just as surely as they invested in the running of the companies that brought them their fortunes. They have each pledged to give generously — here is the hope, and the belief, that they will give effectively, too.

*“Supportive to the Core”, the Institute for Philanthropy's paper on unrestricted funding, is available from the Institute's website.*

[www.instituteforphilanthropy.org](http://www.instituteforphilanthropy.org)

# Findings from "Making Good Society", the Carnegie UK report on civil society in Ireland and the UK

By Lenka Setkova, Director, Democracy and Civil Society Programme, Carnegie UK Trust

Civil society in Ireland and the UK may be on the cusp of remarkable change, with voluntary and community organisations, faith-based organisations, trade unions, cooperatives and mutuals playing a central role in dealing with the triple crises of our time – those of political trust, the economy and the environment. This conclusion emerged from “Making Good Society”, the final report of the independent Commission of Inquiry into the Future of Civil Society in the UK and Ireland.



Lenka Setkova

Supported by the Carnegie UK Trust, the Commission was tasked with exploring the possible future threats to and opportunities for civil society, looking out to 2025, and with identifying how policy and practice can be enhanced to strengthen civil society.

At many levels civil society activity in the UK and Ireland is thriving. Yet “Making Good Society” notes that it is less than it could be, having been pushed to the margins by commerce and the state, and that it has lost ground in areas where it was once strong, including the financial sector. In the short term, many civil society groups will face acute challenges as budget cuts become a harsh reality for organisations and their constituencies. While many foundations will have to grapple with addressing increasing immediate needs, the crises also present significant opportunities for foundations to invest in areas where civil society has been weak and to influence longer-term systemic change in the interest of:

- Growing a more civil economy
- Enabling a rapid and just transition to a low-carbon economy
- Democratising media ownership and content
- Growing participatory and deliberative democracy

## Growing a more civil economy

The long-term consequences of the recent global financial and economic crisis are hard to predict. Yet the Commission believes now is a time of opportunity to reshape the financial system, not just to avoid a future crisis but to align it better with values that emphasise responsibility, good governance, human well-being and environmental sustainability. Foundations could do more to turn the crisis into an opportunity to effect positive long-term change.

As illustrated in “Making Good Society”, a thriving civil economy mirrors a thriving democracy. Constitutional and account-

able political institutions supported by political parties, an independent judiciary, a free press, impartial law, civic bodies, and an involved citizenry sustain democracy in a civil society. The parallel institutions of a civil economy can be understood to be accountable corporations or enterprises supported by engaged shareowners and their accountable representatives; independent monitors; credible standards; and vigilant and active civil society associations participating in the marketplace. But the checks and balances implied by this description of a civil economy are weaker than they should be, especially in relation to the financial industry. The Commission therefore advocates action on three fronts:

1. Increasing the transparency and accountability of financial institutions
2. Increasing pluralism in the financial sector
3. Growing the power and influence of civil society to influence the financial sector

The report presents numerous ideas for how foundations could grow a more civil economy, whether it is through support for initiatives such as the global Tax Justice Network or BankTrack and ensuring that such activity is more commonplace, or through the creation of local investment vehicles to allow people to hold their savings in forms that benefit the local community and economy. Foundations could also support the mobilisation of the many millions of ordinary investors – people with pensions and savings – to help ensure that their future income is derived from companies that operate responsibly and sustainably, exemplified by the work of FairPensions. There is an urgent need to grow a critical mass of independent organisations to act as watchdogs and to scrutinise financial institutions so that unchecked markets do not wipe out the positive gains of work conducted by civil society organisations throughout the world.

But perhaps the most explicit Commission recommendation that directly challenges foundations relates to the application of their investment assets. Civil society groups, including foundations, have between them many billions in investment assets. The Commission believes that this presents an untapped opportunity to grow responsible investment and to develop investor coalitions among civil society organisations to leverage their collective financial and moral clout to positively influence fund managers and the companies in which they invest. The work of organisations such as UNPRI and the Nathan Cummings Foundation present some important examples of positive action on this front. The Commission also advocates that civil society groups invest their assets in social enterprise, including local energy schemes, which is connected to the challenge of moving towards a low-carbon economy.

### **A rapid and just transition to a low-carbon economy**

Civil society groups have clearly played leading roles in making people aware of climate change and resource depletion – as campaigners and as demonstrators of alternative models of production and exchange. Yet to enable the necessary transition to a low-carbon economy and to ensure it is both effective and fair, civil society will have to organise globally as never before to create a groundswell for action.

The Commission advocates action such as the growth of locally-owned assets and industries, including renewable energy, community transport and local food supplies; policy innovation; and holding institutional investors and business to account, all of which can be supported by foundations, whether through grants or through the application of investment assets. There is also an urgent need for foundations to help wider civil society recognise that the challenge must not be seen just as an “environmental problem”, but as a cross-cutting issue that requires action on the part of organisations that do not have environmental concerns at their core, especially in the interest of ensuring that the costs and benefits of the necessary transition are fairly distributed.

### **Democratising media ownership and content**

At a time when people depend more than ever on secondary sources of information, the health of news media is critical both for a thriving democracy and civil society. Yet despite the proliferation of online platforms, more of the news we receive is recycled “churnalism” and aggregated content. Moreover the centralisation of media ownership has negative repercussions for the development of quality and sustainable local news outlets throughout the UK and Ireland. Access to local news media is critical to the devolution of power in local democratic processes. And as a result of commercial pressures there is also a very real threat that the international agenda, which is instrumental to people’s understanding of the world, could fade from mainstream news in the UK. Given these seismic shifts, it is critical that we hold firm the principles of freedom, pluralism and integrity in public news media.



In the UK and Ireland, foundations could therefore do more to support the growth of local and community news media; coalitions to protect the free, democratic and open nature of the Internet; and actions to strengthen the transparency and accountability of news content production, through, for example, the development of quality certification labels that would provide information on how content is produced. Foundations could also support the development of new funding models for news media, such as tax concessions and industry levies designed to support quality news media with more direct involvement of civil society groups.

### **Growing participatory and deliberative democracy**

This challenge perhaps underpins all the issues above. The crises of legitimacy, globalisation and trends toward localism have led many to suggest that current representative systems are no longer adequate for effective governance in the 21st century. The Commission believes that the future is bound to involve a bigger role for civil society in complementing, challenging and enriching representative democracy. And as noted by John Gaventa of the Institute for Development Studies and a member of the Inquiry’s International Advisory Group, “We can win a global change, but it will not have teeth unless it is rooted locally. The challenge is now to develop new forms of citizenship, which connect the dots from the local to the global.” Foundations are key in helping to support infrastructures that allow for those connections to be made. At a time when needs at a domestic level will be on the rise, foundations must not lose sight of the importance of strengthening alliances and the flow of information among local, national and global civil society organisations.

[www.futuresforcivilsociety.org](http://www.futuresforcivilsociety.org)  
[www.carnegieuk.org](http://www.carnegieuk.org)



# Human resource development in foundations

By Pier Mario Vello, Secretary General, Fondazione Cariplo



Pier Mario Vello

In your mind, sit down and relax on a golden beach. Try and imagine what kind of sea you would like to be looking at – clear, crystalline, calm waters full of life, or a polluted, dangerous and dead sea with oil floating on the surface? Don't worry, I'm not trying to plan your next vacation. I'm talking about the development of human resources in foundations.

When speaking at international conferences, foundation leaders, including those who lead organisations with the worst workplace climate resembling the second type of sea described above, state that the development of human resources is crucial for foundations. We must tackle the issue of the development of human resources from the point of view of what is worthwhile and important for change rather than from the angle of convenient, politically correct statements.

*By and large, people in foundations have "vertical" competences, which encompass sector-specific, specialist knowledge...*

Let's first ask ourselves why human resources should be important, since this notion is not a given. I believe they are important because foundations work on a project basis and/or select the projects that are worth developing. This activity requires knowledge – it isn't a capital-intensive activity, it's a brainpower-intensive activity. And brainpower is inherent in human beings – it does not belong to procedures, machines or capital.

My second observation concerns what goes on inside a foundation, so leave your golden beach and let's go back to your foundations. There you'll see that people do not simply engage in one job but in

many jobs while performing several different roles. In general, foundation staff are part of a hierarchical system. Sometimes though, they change hats and are included in project teams or take part in working groups where hierarchy is a lot more blurred and their contribution in terms of ideas and values is a lot more important than their respecting of hierarchical rules. But there is also a third tier. People contribute to creating an intangible organisational culture through informal meetings, shared values, behaviours, working methods, etc. This intangible culture cuts across the organisation and becomes part and parcel of the experience, knowledge and approaches of the organisation and is embedded in its choices and strategies as well as in individual interpersonal relationships.

If this is so, our human resources and we as chief executives must be able to take on various roles at various levels in various spheres. The organisation is multilayered, and we have to be familiar with and master the rules of each layer to move freely across them. We have to know where we stand and understand the behavioural keys for success to each organisational layer. Human resources need training, as well as incentives, to be able to do so. This implies empowering them and giving them flexibility, while continuously working on improving their skills.

But what skills? By and large, people in foundations have "vertical" competences, which encompass sector-specific, specialist knowledge confined to a limited

area. What we need is specialised men and women who also have "horizontal" competences, such as the cost-effective management of projects; human resource assessment and management; leadership; the implementation of strategies; project management; and improvement management. Unlike vertical competences, horizontal competences involve everyone and enable interdisciplinary knowledge, dialogue and the dissemination of knowledge, which is what foundations need.

*I simply don't believe in leaders who don't get their hands dirty and don't question themselves.*

We need to grow together with our people both vertically and horizontally. And I say "grow together with" rather than "have them grow" because in all my life I have never met a leader who could make people grow while staying by himself up on Mount Olympus, that is, without taking part in the growth. I simply don't believe in leaders who don't get their hands dirty and don't question themselves.

Finally, and maybe most important, in Brussels, during a recent workshop with Avila Kilmurray of The Community Foundation for Northern Ireland and with Stephen Pittam of the Joseph Rowntree Charitable Trust, we talked about organisational values. This subject is at the very heart of the ability to know, belong to and lead an organisation. Leadership itself, at any level, rests on the ability to share certain values. Positive values can help form a work group and facilitate its development. But there are negative values, too, that can attack the team's bonds or undermine the team's ability to think. So, we must analyse carefully what values we want to promote for the people and the organisation to grow, allowing us to enjoy that first vision of the sea that I mentioned above, one teeming with ideas and life.

[www.fondazione cariplo.it](http://www.fondazione cariplo.it)



FEATURE

# Are foundations switched on to social media?



**EFC members —**

**21% are on Twitter**

**29% are on YouTube**

**38% are on Facebook**



# Social media — What's in it for my foundation?

By Allyson Reaves, Program Manager, Transatlantic Community Foundation Network

Employing current social media technologies that are inexpensive and easy to use is a manageable way to attract new donors, engage members of the next generation, and strengthen relationships with stakeholders. Social media provide an ongoing multi-way flow of information that helps others better understand the impact of philanthropy, and this is essential in how we connect across sectors and borders.



Allyson Reaves

## What are social media and how could they work for foundations?

From transmitting real time news through blogs; bringing a new generation of donors onboard through online giving platforms; inviting feedback and conversation through online discussion forums; or creating imaginative resources through online databases and libraries; social media are colossal players in the current

technological landscape, and if incorporated in our everyday work effectively, could help support our purpose, mission, and role in the communities we serve.

While traditional media (e.g. newspapers, film, and television) represent a one-way flow of information, social media (typically via Internet and mobile devices) represent a multidirectional exchange of information, news, views and entertainment. For foundations and other organisations in the non-profit sector, the social media movement carries significant value – it can transform the way we communicate our work, strengthen our collaborative efforts, and engage a much larger audience in our mission. The following are some examples of how this is being done.

## Donor engagement

Social networking tools such as Facebook, Twitter, YouTube and LinkedIn – when supported by and implemented throughout a foundation's culture – could extend the reach of board members, trustees, and volunteers as they work to build better and stronger relationships with donor communities. The Community Foundation of Ireland, for example, has developed standards that encourage its staff to successfully use social media to advance the foundation's mission. Chief Executive Tina Roche explains that, "The foundation is also piloting a new approach to reporting this September (2010) – we will give Flip video cameras to six grant recipient organisations, which will then use the cameras to demonstrate the impact of the grant instead of the traditional written form or

report. We'll then upload the videos on to our YouTube channel for donors and others to see."

By identifying social media tools and outlining how they can be best used, the foundation has ensured that social media and online networking done on behalf of the foundation are aligned with its mission.

## Grantmaking

While organisations such as community foundations often engage advisory boards to meet, read, and discuss how grants can be directed, social media are tools that can generate more interest in this area of foundations' work as well as make it easier for those involved.

For example, in late 2007, the Case Foundation in Washington, DC engaged hundreds of reviewers in an online process to decide on the top 20 projects in consideration for the "Make it Your Own Awards". Michael Smith, Vice-President of Social Innovation at the foundation, explains that, "Reviewers from all over the country logged in, reviewed proposals online, and scored them based on personal expertise and a rubric provided by the foundation to determine which projects would lead to real community-based solutions and action."

*...(social media) can transform the way we communicate our work, strengthen our collaborative efforts, and engage a much larger audience in our mission.*

By making this opportunity available to the public through an online call to action and review platform, the Case Foundation not only invited a larger group of thinkers into the grantmaking procedure, but they also opened up the process to those working directly in various fields, such as service providers, academics, students, and social entrepreneurs, thereby deepening collective knowledge and selecting better proposals, leading to greater impact.

## Building communities of interest

Community Foundations of Canada (CFC) has also used social media to build national and local communities of interest around quality of life issues as part of its national Vital Signs programme, which measures quality of life in a variety of areas. CFC uses Facebook, Twitter (CFCVitalSigns) and a Vital Signs blog ([www.vitalsignscanada.blogspot.com](http://www.vitalsignscanada.blogspot.com)) to engage audiences in ongoing discussion and action about the issues that matter most to their communities. Anne-Marie McElrone, Director of Communications and Marketing at CFC, says, "Social media is being successfully used to solicit participation in online surveys, invite grant applications, publicise events and speaking opportunities and invite discussion and feedback. It is also being used to share information related to Vital Signs issue areas such as health care, education and the environment." She adds that, "A by-product of this externally-focused campaign has been stronger communication between community foundations participating in the programme."

## Gift acceptance

Online giving tools, such as those housed by third party companies, are a coherent, yet still expensive way to process gifts online, particularly due to the credit card fees tied to large online gifts. For smaller gifts, however, advances in technology have made it possible for foundations to receive gifts through an online platform that enables donors to review projects and submit contributions. UK-based Localgiving.com, for example, harnesses the information exchange capacities of the Internet to encourage giving to

local charities through community foundations. Localgiving.com is an online giving portal featuring profiles of organisations that have been vetted by community foundations. Founder & CEO Marcelle Speller says, "This platform is engaging in several social media forums in order to interact with the online giving community and raise awareness of community foundations, the charities they support, and their new online presence." By extending the reach of social media to encompass gift acceptance, foundations can truly make social media a part of their work and purpose.

## Information management

As foundations become more involved in research and data collection around issues that they support, social media are a fantastic way to accept, store, and distribute the information they collect. In 2008, Community Foundations of Canada named Vicki Burns as the coordinator of its "Foundations in the Lake Winnipeg Watershed" initiative, a collaborative effort among community foundations in Canada to determine how philanthropy can help address the crisis in the largest aquatic life support system in Western Canada. Among all of the resources that Vicki has created – including thought papers, checklists, and a Tips and Tools kit – is a blog that she uses to communicate with audiences about conditions in the environment, opportunities to become engaged in solutions, and developments in the programme that she manages (<http://canadawater.wordpress.com>).

[www.tcfncfc.ca](http://www.tcfncfc.ca)

# How can my foundation incorporate social media effectively?

Foundations the world over are offering inventive examples of incorporating social media tools into everyday work, programming, and communications strategies. Here are a few ideas on how your organisation can integrate various social media tools and platforms:

- **Identify your foundation's needs.**

There is an abundant selection of social media tools to fit a variety of needs, and knowing how social media can best suit your foundation, its programming, and its stakeholders will determine which tools are best for you. One great tool is a social media assessment tool that can be found at [www.danonit.com/blog](http://www.danonit.com/blog)

- **Learn about what other foundations are doing.** Take a look at [www.youtube.com/user/TCFNcommunity](http://www.youtube.com/user/TCFNcommunity) for the video version of an online webinar about social media and the lessons that three foundations have learned and shared.

- **Determine the extent to which your organisation can be involved.**

Maintaining social media tools and platforms requires human time and talent, and in some cases money. Free tools such as Twitter and blogs (hosted by WordPress or Blogspot) are relatively easy to manage. But more in-depth social media portals and services require more resources to create and support.

- **Start small.** You don't need to be active with every social media tool. Start with the one that makes the most sense for your strategy/needs and grow it from there. A great ongoing resource for non-profits is Beth Kanter's blog ([www.bethkanter.org](http://www.bethkanter.org)). Beth specialises in smart social media for non-profits.
- **Communicate expectations** to the staff, board, and volunteers about using social media on the foundation's behalf. Having a common and similar message and tone throughout your foundation's

social media interface is a valuable communications strategy. Take a look at the "Social Media and Your Foundation" page on the TCFN website ([www.tcfncfc.ca](http://www.tcfncfc.ca)) for the Community Foundation of Ireland's Social Media policy, which lists 11 standards of social media participation.

- **Collect useful information.** In addition to sending information and news out, you'll want to use social networking portals to ask for feedback, input, and suggestions from those who you are connected to through social media.
- **Determine your progress.** Measuring your social media presence can help you better direct your efforts to strengthen their usage. For example, tracking statistics of visitors, followers, and friends on a weekly basis reflects how many viewers have access to the materials that you are sharing.

- Allyson Reaves



# Building an online constituency for democracy and development in Africa

By Christopher Reardon, Communications Specialist, TrustAfrica



Christopher Reardon

TrustAfrica, a young foundation with an ambitious agenda, has embraced social media to forge links and foster dialogue across the continent and among the Diaspora. Along the way it has learned a bit about what these tools can and cannot achieve, but some answers are still proving elusive.

It's tempting to dismiss social networking tools like Facebook and Twitter as yet another overhyped fad. Evangelists tell us these new interactive media can invigorate advocacy campaigns, catalyse social movements and perhaps even change the world. But can they really? And at what cost? Is it wise to develop and sustain a virtual space that might become a distraction from core programme activities or provide a platform for critics and cranks?

We remain mindful of these questions at TrustAfrica, an independent foundation that works to strengthen democratic governance and equitable development throughout the continent. Established in 2006, we represent an approach to philanthropy and development that prioritises African agency and aspires to the highest standards of accountability and transparency. Led by Africans, we run a lean operation with headquarters in Senegal and remote presence in Liberia, South Africa, Zimbabwe and the US.

Over time we have adopted a somewhat aggressive approach to social media, but our first foray in this area was a largely defensive move. Aware of the growing popularity of these tools, we set out to protect our brand by signing up for Facebook, Twitter, YouTube and Picasa (Google's photo-streaming site) before someone else registered in our name.

Soon, though, we were hooked. First we added a few flourishes to our online profiles – our web address, our mission statement, our logo, and so on. Then a few staff members signed on as “fans” and “followers,” joined in turn by some of their friends. Still testing the waters, we posted a few items such as job adverts and gained some additional followers. By any measure, it was a modest start.

## Turning point

In July 2009 the turning point came when we ran several Facebook ads on the eve of President Obama's historic visit to Ghana. Not much larger than a postage stamp, the ads featured our logo, a link to our Facebook page, and a brief message: “Led by Africans, we are an independent foundation working to secure the conditions for democracy and development throughout Africa.”

Because Facebook knows so much about its users – from standard demographic information to personal likes and dislikes – it lets advertisers specify the kinds of people who see each ad. Rather than broadcast our message to the entire Facebook community, we created six focused campaigns. Four appealed to residents of Ghana, Kenya, Nigeria and South Africa, all major Anglophone countries. Another sought to reach students and graduates of elite American universities, from Harvard and Yale to historically

black colleges like Spelman and Tuskegee. The sixth ad focused on US residents who listed Africa among the things they like. We set a daily budget for each campaign to keep costs under control.



In August 2010, TrustAfrica convened a pan-African jury to evaluate proposals for research on the business environment and investment climate in Africa.

The ads appeared nearly 1.7 million times, and most people ignored them. To our great surprise, though, more than 1,400 people clicked on the link, and most of those became fans of TrustAfrica. By the end of the week, we had spent 258 US dollars and gained 1,142 new fans – a cost of about 23 cents each. We might have done better, perhaps, but as an experiment it was certainly worthwhile.



TrustAfrica provides support to strengthen African voice Conference, in Vienna, Austria in July 2010 (photo © Harri)





photo © Christopher Reardon

Youth leaders assemble in February 2010 for a training session in Liberia, where TrustAfrica is working to strengthen civic engagement and government accountability.

Midway through the campaign, as new fans began following us, we posted a link to an interview with President Obama by one of our grantees, allAfrica.com. The post generated 14 comments, sparking a lively dialogue about governance, colonialism, bureaucracy and private enterprise. We realised that most of our new fans, unlike the subscribers to our electronic newsletter, did not work for foundations, civil society organisations or development agencies. They were Africans from various walks of life who shared an interest in the continent's future. We were connecting with a broad new audience. Because social media are by definition a two-way street, they were also connecting with us. Clearly this is a

key medium for connecting with educated youth and future leaders in a continent where youth constitute more than 70 percent of the population.

### Where we are now

Given the scope of our work, we believe it is crucial to engage with people throughout the continent, with Africans in the Diaspora, and with donors and other partners in the global north. We now have 400 followers on Twitter and well over 1,500 fans on Facebook. We have also posted hundreds of photos of our convenings and funded projects on Picasa and begun adding interviews with grantees, partners, staff and trustees to our YouTube channel. YouTube makes it easy to embed these videos directly in our website and blogs. We are one of the few foundations with a dedicated blog manager, and encourage our staff to blog about their projects and subject areas.

We expanded our use of social media in July this year, when we provided support for a delegation of Africans to attend the 18th International AIDS Conference in Vienna. These envoys – a staff member, a consultant and a dozen civil society advocates – posted frequent updates to our blog, uploaded more than 200 images to our Picasa page, and videotaped interviews for our YouTube channel.

We have also helped incorporate social networking tools into the Africa for Haiti

campaign, a pan-African initiative that aims to raise 20 million US dollars for reconstruction and development following the 12 January earthquake. In addition to hosting the campaign's website, we are working with our partners to use Facebook, Twitter and YouTube in related outreach efforts. We are paying close attention to the campaign's project page on GivenGain, an online fundraising tool that integrates social media components, including the ability to stream photos and blog entries from the campaign's delegation to Haiti in August this year.

### Guiding principles

Over the past year, as we have reached out to our growing constituency, we have kept a few principles in mind. First, we try to post often enough to stay on the radar, but not so often that we become a bore or drown out other voices. Secondly, we try to be a conduit for ideas and information, not only posting news of our own achievements but also posing salient questions, passing along job opportunities and sharing thoughtful articles by others. This is especially true with Twitter, where the prevailing ethos is helpful and frowns on self-promotion. At the same time, we try to include links in most of our postings that drive traffic to our website. For the last year, Facebook has consistently been among our top five referring sites – the links people click on to arrive at one of our web pages. It also accounts for some of the growth in our web traffic, which has risen 34 percent over the last year.

The greatest disappointment in our use of social media to date is that we have seen no discernable impact on individual giving. Perhaps social media are not well-suited to fundraising. Or perhaps we are not yet using these tools as well as we could be. These are questions we will be asking ourselves in the months ahead, but this much is certain – cyberspace has become for us a platform for critical debate.

[www.trustafrica.org](http://www.trustafrica.org)



at global forums like the 18th International AIDS Conference in Ayuk-Takor).

# Leave the safe haven of your website and diversify your communications

By Susanne Kutz, Head of Communication Department, and Dirk Wegner, Web Manager, Körber-Stiftung

Lines of Internet communications have long ceased to be one-way streets. Social networks are increasingly being operated in both directions. They create proximity and multiply messages in hitherto unforeseen dimensions. They are thus also becoming increasingly important as a communication place for foundations that want to do good and also talk about their work. But which Web 2.0 features should foundations use? What actually results in added value?



Susanne Kutz

There is no standard answer here. Ultimately, each foundation will need to decide exactly who they wish to reach, with what messages, and to what purpose. For example, do they merely wish to impart information or do they wish to encourage recipients to participate, for example, in competitions, discussion forums or blogs? Do they actually want to get feedback? Fulfilling a foundation's mission today involves finding out more about using new means of virtual communication.

*...merely sending out information is not enough given the flood of information that the web offers. This is why we took the next step – we have left the safe world of our foundation website.*

## Social media at Körber-Stiftung

The activities of Körber-Stiftung are diverse, and there is a lot to report about online, including background information about our organisation; insights into current project work, daily reports on events and meetings; and presentations of results in the form of various publications. We use texts, pictures, podcasts and newsfeeds to provide information about international politics, education, science, society and culture on more than 3,000 web pages. This diversity in itself gives rise to a major challenge for us: How can we draw widespread attention to our website? How do we capture the interest of users, and what does our work give them that may be of value? And more than anything else, how do we become an item of discussion in the digital community?

In order to optimise work processes from a technical point of view, we introduced the content management system Typo3 two years ago and went ahead with search engine optimisation. We have intensified cross-linking on our website and increased the number of links with cooperation partners. And finally we have put our own web address in a central position on all the foundation's printed products.

These may seem like basic, obvious points, but resolutely implementing all of this in our day-to-day work definitely involves effort and discipline. Our efforts have proved to be effective – since 2008 we have been able to increase our monthly visitors from just under 22,000 to around 32,000.



Dirk Wegner

Yet merely sending out information is not enough given the flood of information that the web offers. This is why we took the next step – we have left the safe world of our foundation website. We commenced with the targeted processing and marketing of our podcasts, which are recordings of events held for the general public on our own premises. We placed our podcasts on external platforms used by people looking for high-quality audio offers, and we also use specialist e-journals to make the community aware of these offers. This is how many people initially found out about our podcasts, and then were shown the way back to our website. The response exceeded all of our expectations, with the number of visits rising from an average of 1,000 per month to currently more than 8,000.

## What have we learned from this success?

- Making additional communication offers available on our website alone does not generate any additional visitors.



- Each new communication activity requires its own marketing strategies.
- The methods of communication must suit the objectives and target groups.
- The offers must be made where the relevant digital community meets.

*There is no standard answer here. Ultimately, each foundation will need to decide exactly who they wish to reach, with what messages, and to what purpose.*

Foundations also need to decide how they intend to use formats and networks such as Twitter, Xing and Facebook. Positive experiences with external platforms have encouraged the Körper-Stiftung to continue to operate in the area of social media in the future. However, if we want to be successful here, we need to continue with changing our communication behaviour:

- Merely functioning as a sender is not sufficient. We must want to communicate and endorse users' communication. If we ask for opinions and assessments we must also be able to accept negative comments.
- We must bear in mind the benefit for visitors to our website and not merely stop at "self-reflection".
- We must extract the most useful aspects of the variety offered on our website and present them in a user-friendly way to the recipients of our communications.

For us this means that we must continue to diversify our communication activities in the virtual world. This may be a real challenge for all those who intend to pursue this aim, but at the same time it gives foundations the chance to enlarge their sphere of influence enormously.

[www.koerber-stiftung.de](http://www.koerber-stiftung.de)

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# CAF's outreach with social media

By Mandy Pursey, Head of Public Relations, Charities Aid Foundation



Mandy Pursey

The emergence of social media has brought about a change in communication as enormous as the invention of newspapers. So, like other charities, at Charities Aid Foundation (CAF) we've looked at how we can use this new method of communication, which offers a mind-boggling number of new ways to reach key audiences and influence them, in our media strategy and outreach in general.

First I should explain that we are an unusual foundation in that we work to help other charities by offering low-cost banking, fundraising services

and tax-effective donation services for donors. Our key audiences are charities, individual donors – particularly those who want to set up a charitable trust of their own – and corporate social responsibility managers.

The rise of social media was predominantly driven by young people, an audience that was not key for us, so it didn't make sense initially for our small team of three to focus on social media. Inevitably, as happens with all good ideas, the concept grew and was adopted by the corporate and professional world who tailored it to their needs by inventing sites such as LinkedIn. Many chief executives started blogs to keep staff and key audiences up-to-date with their day-to-day thoughts and plans. Then along came Twitter.

Although we had set up a Facebook page for a Christmas campaign in 2008, it wasn't until the explosion of excitement in the UK around Twitter that our social media plans really took off. Our Senior Press Officer, James Ketchell, set up a CAF Twitter account and tweeted away about our research papers, press releases, and big events. He also re-tweeted tweets of other people to build relationships. Before long we had a few hundred

He did this by adding our Twitter address to email signatures, cross-referencing Twitter with other social networks, and proactively following other charities. He re-tweeted tweets of interest and wrote re-tweetable updates which increased the exposure of our communications.

*While we believe social media are indeed great, we aren't using them in isolation from traditional media but as part of an integrated communications strategy.*

We have used Twitter to let charities know about last minute vacancies on our training courses and about new rates offered by CAF Bank; to promote our research; and to inform them about campaigns we are running for their benefit such as our campaign for lower charges on donations made through mobile texting services. This helps to achieve our communication objective of informing more charities about what we do because research shows that, although many charities have heard of us, few know the full range of what we offer.

Today we have over 1,000 followers on Twitter and more people join every week.

Having enjoyed success with Twitter we thought about other audiences who we could reach more easily, or with more frequency, through social media rather than through traditional media. We suggested to our social investment fund team, CAF Venturesome, that they begin a blog with their thoughts, views, news, opinions and observations about social investment, sticking with the same approach that social media work best when you are clear about who wants to follow you.

We decided that a blog was the best approach for CAF Venturesome because social investment is a complicated subject that cannot be communicated in the 140 characters allowed on Twitter. It is early days but we expect that followers of this blog will be people who are serious about social investment and will therefore want to read more about it. From a PR perspective the CAF Venturesome blog is great because there are very few traditional media outlets writing about social investment, so it can be hard to get column inches in newspapers. Like tradition-

*...we thought about other audiences who we could reach more easily, or with more frequency, through social media rather than through traditional media.*

followers. Then we had to decide what to do with them. We looked at who was following us and then what we would like them to know about and, more important, what we thought they wanted to know about what we do, and the issues and campaigns we are involved in.

A quick analysis of our Twitter followers showed that they were predominantly charities, rather than individuals who had set up trusts with us. Having determined who our natural audience was, James set about increasing the number of followers.



al media, articles on blogs are searchable through online search engines, so we hope to pick up followers that way as well.

Now we are considering other ways in which we can use social media to reach additional audiences such as corporate social responsibility managers. James has just set up a CAF YouTube channel to further spread the word (and image) of what CAF is doing.

While we believe social media are indeed great, we aren't using them in isolation from traditional media but as part of an integrated communications strategy. This is important because traditional media organisations are among the best at using social media. Many of the most popular blogs and Twitter posts are written by traditional journalists. It isn't surprising really as they are talented communicators, and, because they are experienced journalists, they are a trusted source of information. A good example of how traditional and social media work together is when journalists tweet about stories they are working

on that they need help with, such as case studies. There are a few national journalists in the UK who are well known for doing this and they are really worth following.

Social media enable us to reach different and niche audiences and to interact in a more informal and frequent way, but for us our tweets or blogs will never reach an audience of millions which can be reached by being on television. My advice to other foundations and charities who are thinking about using social media is to consider all the options. I expect all organisations can benefit from social media but it is important to carefully monitor how much time you spend on them. While ways of communicating are rapidly expanding there are still only 24 hours in the day so you have to decide which media your key audiences are watching and reading.

[www.cafonline.org](http://www.cafonline.org)

## Striking the right tone

By Esther Camuñas, Communications Manager, Fundación Luis Vives

If you want to be successful in "Communication 2.0", it is essential to know the language system. Using Facebook, Twitter or any social network to sell your product or service is a dangerous mistake. Instead, social networking is an opportunity to have a conversation with your target to communicate your opinions, ideas, information, and feelings while getting a better understanding of those of your stakeholders and answering any questions they may have. Don't worry, getting the tone right is easy!

Here are some tips on how to have a conversation through social media:

- **Put your website's content to work.** Do you want to draw more traffic to your website? Help spread the word by encouraging visitors to share content they enjoy and are interested in.
- **Don't preach.** Talk with your followers. Social media are not merely channels to distribute press releases. Take feedback into account. Aim to contribute added value with 80% of your messages.
- **Be candid.** Transparency goes a long way toward retaining and attracting your followers. Giving readers the scoop on your foundation's blog or website is an easy way to keep the lines of communication open.
- **Explain instead of justifying your attitude.** A foundation that is on social media should assume that it is exposing itself to criticism. Depending on your responses, you can gain more followers or worsen the situation. If you make a mistake, accept it and find a solution.
- **See what people are saying about you.** A quick search for mentions of your company on Facebook and Twitter can yield a goldmine of information concerning your reputation.
- **Listen and learn from others.** Listen to others in your area of expertise and thought leaders in other areas to see how their ideas apply to you.
- **Share, don't sell.** Sharing knowledge you've gathered through your trade can go a long way toward boosting your organisation. Let others sell your products, services or messages.
- **Let followers help each other out.** Including a forum on your website or social network profile can help enhance your service while building a sense of community.



Esther Camuñas

- **Boost your credibility by helping others.** For foundations, establishing yourself as an expert in the field can enhance exposure, attract partners and build your reputation.

Fundación Luis Vives helps build the professional capacities of associations, foundations and other non-profits with a social action mission. To reach our aim in the field of communication, we encourage the use of social media as a new and innovative way to foster participation and social integration.

[www.fundacionluisvives.org](http://www.fundacionluisvives.org)

# Turkey's Changemakers — Sharing stories and creating impact through social media

By Filiz Bikmen Bugay, Manager of Programs, Sabanci Foundation



Filiz Bikmen Bugay

The buzz around social media is on the rise in the non-profit sector. It was the feature story of the latest Stanford Social Innovation Review; Alliance Magazine piloted live guest blogging at the EFC's 2010 annual conference; and the EFC made wide use of social media in sharing conference activities and deemed the phenomenon worthy of focus for this edition of Effect. At the Sabanci Foundation, we had our own social media "conversion experience" with our Turkey's Changemakers programme.

Beginning in October 2009, we set out to find, film and share the stories of 32 people making an impact in Turkey and distribute these stories mainly through television, along with some other communications channels, with social media as supporting tools.

The goal was to raise visibility of issues and efforts of those improving the lives of others, and to provide inspiration for viewers. Yet in an unexpected turn of events, this project actually found more success through social media than through television alone.

The programme was designed and managed by Sabancı Foundation with support from a Turkish production firm Dipnot, owned and run by the journalist Cüneyt Özdemir. It involved a rigorous 32-week schedule of reviewing and short-listing ongoing nominations made by the public; selecting candidates with the Advisory Board; filming candidates' work on site; post-production; script writing; and finally, broadcasting through TV, social media and web channels – not to mention translating each programme into English and adding subtitles, and all of the additional communications work such as banners, ads and weekly press releases.

The programme aimed to use social media tools to promote participation through nominating new Changemakers and encouraging people to watch the videos.

Yet what happened was much more – before long, a new community and social movement had formed around Turkey's Changemakers.

## Impact – An unintended pilot with unexpected outcomes

We developed a system to monitor the impact of the programme. Each week we tracked the numbers of candidate nominations; site visits to [www.farkyaranlar.org](http://www.farkyaranlar.org), which was the main portal for public nominations, viewer postings, and programme videos; followers on our Facebook and Twitter pages (used to announce upcoming episodes and post-programme videos); video viewing rates; and number and content of testimonials/comments.

There were 500 nominations from 54 of the 81 provinces in Turkey. As of July 2010 there were nearly 7,000 Facebook and Twitter fans with thousands of "likes", and approximately 160,000 video views to date. There were over 200 comments posted, most of which praised the programme and candidates, and a few of which were critical.

Although these metrics were an important part of the picture, we realised that numbers weren't everything, so we undertook two additional studies: One looked at how the general public received the programme; the other aimed to see if and how the work of the Changemakers had been affected after being on the show.



Participants of the Step by Step Association, of which Bilgi University faculty member Itr Erhart is a founding member. Established in 2007, the association mobilises athletes to run marathons and raise funds for leading NGOs in Turkey that support social development.

A focus group with the general public reported that 78% liked the programme, and an average of 90% said the programme recognised the good work of the Changemakers, showed them as role models, gave hope and inspired others.

We also called each Changemaker and asked them how their work had been affected after being on the show. A few of the initial results are summarised below. Given the critical importance of social media for non-profits in terms of raising visibility, funds and building volunteer movements, this aspect of the project has made a particularly valuable contribution:

- 62% used programme video for reference to their work.
- 56% were contacted by other NGOs and government representatives for new partnerships.



Nazmi Ilıcalı brought a new notion of agricultural production to the eastern Anatolia region through his "Daphan Plains Contracted Organic Agriculture" project which mobilised 663 farmers to establish the Eastern Anatolia Farmers and Stockbreeders Association.

- 37% created new partnerships with other Changemakers.
- 33% increased volunteer and donation base.
- 30% received attention from other media, press or otherwise (television programmes are less likely to receive significant print attention; yet continued exposure on social media helped increase the odds).

### Surprise! Social media are key story-telling tools

This was Sabancı Foundation's first experimentation with social media. Although the programme was well-planned and executed with experts, the least expensive and least complicated aspect was social media.

It was all about sharing content in a meaningful manner.

In pulling all of the evaluation metrics and data together, we realised that we had unintentionally established a community of followers that were not only watching the programme, but also interacting with each other and using this platform to share experiences and get more involved. For example, after having seen the episode about a Changemaker with ALS (Lou Gehrig's disease), a taxi driver added a comment to the project's Facebook page offering free services to persons with disabilities in Istanbul.

Another important realisation was that the foundation's website, which requires

a heavy investment of staff time to keep updated, need not be the only platform to engage a broad community of people. As a foundation that spends nearly 20 million euros per year to support a broad range of programmes and activities, the website is designed to offer information on a variety of different topics. Yet there is practically no interactivity.

The Turkey's Changemakers website and social media tools that supported it became a portal of content on visual stories about social change, with space for visitors to share thoughts and interact. The approach of telling a story about an ordinary person doing extraordinary things for his or her community appealed to an audience that may not otherwise have been interested in social development. Telling stories is a very powerful way to reach people's hearts and minds.

This experience was a turning point for the way our foundation approaches communications – not only with regards to social media but also in a more general sense. Regardless of what the next phase of Turkey's Changemakers brings, generating visual content and using social media for sharing it will remain as a cornerstone of our strategy.

[www.sabancivakfi.org](http://www.sabancivakfi.org)

## Interview with Cüneyt Özdemir, journalist, founder and owner Dipnot Productions

*Filiz Bikmen Bugay talked with Cüneyt Özdemir, on the challenges facing foundations in terms of communications:*

"First and foremost, foundations have difficulty explaining themselves. They are too far from the dynamic world of media. They get too caught up in themselves, they are too inward looking. They need to tell more stories. Those stories create ownership in the public, it creates a sense of closeness to the issue. But the impression of foundations hiding behind their tall walls is not good. Or the fact that they think communications is about self-promotion. Isn't the point to reach people? Journalists may not seek out foundations for newsworthy content – it's up to the foundation to tell the stories. It should not be about what you did and what you spent. Foundations have a

responsibility to inspire people to do their part in society as well, and be a role model for that kind of work. Perception is reality. Foundations need to see this work as critical to their bottom line, to their public benefit work, not as extra spending. They have to share the outcomes of their work with the public – share the story, the impact of the work and the people it is reaching."





# Kaskosan.com brings Roma together both on- and offline

By Gyula Vamosi, Founder, Kaskosan.com



Gyula Vamosi

What is the first question Roma/Gypsy people ask each other the first time they meet? The answer is, "Kasko san?" meaning "Whose child are you?" Discussing family stories and discovering relatives all over the world is the first area of interest for any Roma touching base with another. Kaskosan is also the name of the largest Roma/Gypsy social media presence on the Internet.

With a 25,000 euro grant from the Norwegian Civic Support Fund and the Carpathian Foundation in May 2009, we launched this social network-

ing engine in seven languages: Rromani/Gypsy, English, Hungarian, Serbian, Romanian, Slovakian and Albanian. We also produced videos to share and celebrate Gypsy culture worldwide, and to educate people on dance steps, cooking Gypsy food, singing ballads, weaving baskets and carving wood.

A year later we have successfully ended the contract with the funders. During the project, 140,000 unique visitors have visited the site, and our videos have reached more than a half million views. The user base is still increasing by 20 to 30 unique registrations a day on average. To date more than 13,000 people have signed up to Kaskosan and have become active members of an international community. Although most of our members are from the Roma community, we have more and more non-Roma joining every day. Our registered members are not only from Central and Eastern Europe – we have an increasing number of users from the big cities of Western Europe as well as North and South America.

This online activity has supported and enabled many offline events as well, from organising a Roma stage on the rooftop of the largest shopping mall in Budapest with 2,000 people attending, to setting up evening parties for members where they could meet each other and their favourite Roma musicians and actors.

Kaskosan.com is the door to "rromanipe", the secret code of the Roma people which had never been shared before with the non-Roma world. This code encompasses the values and customs of the Roma/Gypsy people. When comparing the Roma movement to Indian independence or the African-American civil rights movement, we can see that our movement still lacks the people component. When looking at the recent murders of Roma families in Central and Eastern Europe and also the images of bare feet and starving children in Roma slums in today's world, we can see that the money invested in Roma inclusion has only resulted in a few positive steps.

This site uses a bottom-up approach with a platform that builds and engages local Roma communities and connects them online



and offline with a European and global dimension. Our goal is to revive and share "rromanipe" and bring change from within the community. On the other hand, Kaskosan is a platform for non-Roma to communicate with the Roma community. We are connecting the grassroots with the European Commission, governments and private foundations so the funders can understand the real problems of the people and design inclusion programmes that reach into the communities and respond to real needs of the people.

A concrete goal of this Roma communication hub is to channel employment, business and education opportunities primarily to community members and also to educate them on how they can better engage with the larger society. We are establishing a common identity across all Roma groups through our communication on "rromanipe". We use online marketing tools to build up and engage the Roma community so we can reposition the Roma people in the world by sharing their positive examples, values and talent. Our goal in the next five years is to build up a platform with millions of Roma and non-Roma people from all over the world where they can feel at home, and where anyone supporting the Roma cause can engage with them directly. We are now working to grow the base, increase the number of registrations on the site and provide regular video content for our users. After Hungary, we are now planning to move into further countries of Europe and after that to North and South America.

<http://kaskosan.com>



# Social media in Microsoft's Unlimited Potential programme

By Sylvie Laffarge, Director Community Affairs Europe, Microsoft Europe, Middle East and Africa

In the constant battle to do more with less, non-profit organisations are increasingly turning to technology to improve productivity and reduce administrative costs, which ultimately allows them to focus their resources where they have most impact – benefiting the most vulnerable in our society. The world of technology continues to evolve and the emergence of social media has introduced a whole new set of opportunities and challenges for the non-profit community.

Social media are significant because they are changing how we think about communications. When used effectively, social media can help you build a community, cultivate advocacy and allow you to tell a compelling story in a new way. Every day we are seeing more and more non-profits effectively harnessing social media to support their work. For example Caritas Europe is currently “tweeting” as they spearhead activities around the European Year of Combating Poverty & Social Exclusion. Save the Children uses Twitter to communicate stories and to update on breaking news.

While they are clearly a great asset, social media do still present many challenges. They continue to evolve in line with changes in how we are using technology as witnessed by the explosion of mobile applications. Using social media is labour intensive, which means that far from being cheap or free, there's a significant cost involved. Before embarking on a social media crusade, it's important that you think through how it can be integrated as part of your organisation's existing communications and outreach efforts and what level of resources you can invest to maintain, operate and grow your efforts.

At Microsoft we believe that social media create fantastic opportunities to connect with people and engage in discussions around areas such as social and economic development. We're still learning, and we realise that we have a long way to go. However, we're already seeing the benefits of integrating social media as part

of our citizenship communications and engagement efforts.

Through our Unlimited Potential programme we have successfully used social media to complement our traditional communications programmes to inform a broader community of non-profits about the wide range of technology tools and resources we have available. We've learned that it's not just about communication but about building a community based on mutual interests. We're continuing to broaden our social media activities – we recently re-launched the Unlimited Potential blog and use our Citizenship Facebook site, and Citizenship Twitter feed as channels to connect with people.

We've also found that our social media channels can provide a valuable platform for advocacy on behalf of our NGO partners. In Europe we have used our blog platform this year to highlight NGOs working on online child protection as well as those training unemployed immigrant women for jobs.

Each year Microsoft runs national NGO Connection Days around Europe which brings together local charities and provides a forum where they can learn from one another and also get the latest information on how they can use technology inside and outside their organisations. These events now include hands-on training and advice on how non-profits can use social media to broaden their reach and engage with stakeholders and the general public. We view this training as



Sylvie Laffarge

part of our longstanding commitment to enable NGOs through technology.

*Before embarking on a social media crusade, it's important that you think through... what level of resources you can invest to maintain, operate and grow your efforts.*

Microsoft is driven by the belief that NGOs deserve access to the best technology tools to help them increase the productivity of their operations and enable them to expand their services and communicate the impact of their work. We're all learning about social media – the key is to be clear on what you're trying to achieve, integrate it as a core part of your operations and build programmes that you can afford. When it comes to social media there's a lot done but a lot more to do.

*Microsoft Unlimited Potential is a global programme that aims to create opportunities and solve societal challenges through technology, programmes and, most important, through partnership with non-profit partners around the world.*

**[www.microsoft.com/about/corporatecitizenship/en-us/our-actions/in-the-community](http://www.microsoft.com/about/corporatecitizenship/en-us/our-actions/in-the-community)**



## Towards a single market for philanthropy!

By Ludwig Forrest, Philanthropy Advisor, King Baudouin Foundation;  
Chair, Transnational Giving Europe



Ludwig Forrest

The value to society of charitable giving and philanthropy is recognised and growing in Europe. Many Member States promote such giving by providing fiscal incentives. Until recently, such benefits have stopped at national borders, but European and national fiscal and legal initiatives, in conjunction with the impressive extension of the Transnational Giving Europe network (TGE), have seriously improved this situation.

People are more and more moving, living, working, marrying or retiring in/to other countries inside the EU, and causes of interest to donors are no longer contained within national borders. European

donors do not want to be hampered any longer by legal or fiscal hurdles when they want to create a new philanthropic structure or simply support a foreign organisation and enjoy tax benefits from this. We will focus on the latest.

Individual complaints at EU level – for example, the two now famous European Court cases “Stauffer” and “Persche” – and important and relevant European Commission infringement procedures (by DG taxation and Custom Union) requesting Member States to modify their treatment of taxpayers making donations to foreign-based public benefit organisations are creating slowly but surely an enabling environment for cross-border philanthropy.

Several countries in Europe have now extended tax incentives to cross-border giving or are in the process of doing so. Basically we currently have two kinds of transpositions of the Persche ruling in the national laws: Registration/agreement versus burden of proof on the donor.

In The Netherlands for example, domestic donors (individual or corporate) can receive a tax benefit when donating to a foreign public benefit organisation only if that organisation has undergone local registration procedures and has been qualified as a charitable institution by the Dutch Ministry of Finance. Apparently, this requirement is not considered as being satisfactory by the

Commission and is even seen as being unnecessarily restrictive. A formal request has been launched to change this rule. According to the consequences of this formal request, other countries requiring registration (Austria, Denmark, Italy, for example) could also be asked to modify their rulings again. France has introduced a softer solution as they do not require registration but propose an agreement to avoid any unpleasant surprises for the donor when giving abroad. The question of how easy and simple it will be to obtain this agreement will show if this proposition will satisfy the Commission and become an acceptable alternative to registration. But we first have to wait on the output of the formal request to The Netherlands to have a better view on this issue.

*European donors do not want to be hampered any longer by legal or fiscal hurdles when they want to create a new philanthropic structure or simply support a foreign organisation...*

Other countries also transposed the conclusions of the Persche case and chose to put the burden of proof on the donor (Luxembourg, Bulgaria, Poland, Slovenia and, to a certain extent, France). Donors have to prove that the foreign organisation pursues activities deemed to be of public interest according to national standards. They have to include (or at least be able to produce upon request) this information in their tax declaration, and fiscal authorities can either question the donor or the foreign beneficiary in case

of doubt. This is by far of course the better of the two systems as it is more flexible and less constraining for the donor and the foreign beneficiary.

It will now be interesting to follow the adaptations in countries that are in the process of changing their legal and fiscal rules, such as Belgium and the UK, to see which of the two trends these countries will opt for. These choices and the reaction of The Netherlands will be determinant. In a year or two, we will probably have a better overview of the concrete progress toward the European Single Market for cross-border giving. Is it necessary to add that in this story, a European Foundation Statute has its place, as such a Statute would immensely facilitate registration, agreement or the burden of proof?

*What is at stake here is to enable donors to give within the EU to the organisations of their choice, where they see great needs...*

Meanwhile, while welcoming and supporting this momentum and the progress that has already been made regarding changes to the national laws of Member States, the TGE network will continue to seek new partners to increase tax-effective giving in all Member States of the EU until all legal and practical barriers to cross-border giving within the EU are removed. The TGE

network is a partnership between the Charities Aid Foundation, the King Baudouin Foundation, the Fondation de France, the Oranje Fonds, Maecenata International, the Foundation for Poland, the Carpathian Foundation International, the Bulgarian Charities Aid Foundation, The Swiss Philanthropy Foundation, The Community Foundation for Ireland, the Associazione Vita Giving Europe Onlus, SKUP, and the Fondation de Luxembourg, and currently covers 15 countries. It enables donors, both corporations and individuals, resident in one of the participating countries, to financially support non-profit organisations in other Member States, while benefiting directly from the tax advantages provided for in the legislation of their own country of residence.

As long as the TGE network will provide this flexible, serious and quick alternative, it will continue to serve European donors and beneficiaries. And once all countries will have ruled in the same way as Luxembourg, the network will be able to withdraw. But this is probably not for tomorrow.

What is at stake here is to enable donors to give within the EU to the organisations of their choice, where they see great needs, without being blocked or discriminated against by tax issues. The recent evolutions can allow us some optimism for that.

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[www.kbs-frb.be](http://www.kbs-frb.be)

[www.transnationalgiving.eu](http://www.transnationalgiving.eu)

## EU continues discussions on counterterrorism and NPO financing

*By European Foundation Centre*

The EU is looking closely at issues around counterterrorism and transparency relating to the financing of non-profit organisations (NPOs). Foundations in the EU should be aware of the potential impact on their national-level operating environments that current EU discussions on this issue may have.

The latest proposal by the Commission in a discussion paper released in June is to consider "voluntary" guidelines for NPOs at EU level. In July, the Centre sent a delegation to a meeting in Brussels that brought together representatives from Member State governments and NPO umbrella organisations. The delegation presented good practice examples of self-regulatory guidance in the foundation sector. In September, the Centre finalised its comments on the Commission's pro-

posal on voluntary transparency guidelines for NPOs, emphasising that there is no need for such "voluntary" guidelines, which by their nature cannot address the wide diversity of organisations and situations. As evidenced in the US, such guidelines would add an excessive administrative burden on NPOs and lead to a decline in international grantmaking and programmes as well as discourage newly set up foundations from becoming active internationally. The EFC also stressed that any future possible action on this topic at EU or national level should not include any proposals harmful to foundations' operations and international activities.

The Commission is expected to publish a policy paper on NPOs' transparency in the first half of next year with possible recommendations to Member States on

the matter. So, at the end of the day, it will be up to the Member States to act in this area, and therefore EFC members and partners should be aware of the situation at national level and enter into dialogue with their governments. The EFC is ready to help with this ([eu@efc.be](mailto:eu@efc.be)).

Lisa Jordan, Chief Executive of the Bernard van Leer Foundation and a delegate at the July meeting, wrote in a recent blog post on the topic, "We simply don't need the EU's proposed guidelines to investigate the handful of non-profit organisations that might be conduits to terrorism. After all, isn't that what criminal law is for?"

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[www.efc.be/euaffairs](http://www.efc.be/euaffairs)

# VAT and charities — European developments

By Helen Donoghue, Director, Charity Tax Group



Helen Donoghue

Readers of Effect will know that the European VAT system has long caused problems for foundations and charities as they provide services that are either exempt under EU law or are outside of the scope of VAT because they do not charge for their services. In both cases, this means that a foundation cannot charge VAT and so cannot recover the VAT on its expenditure.

The European Commission recognises that VAT is a “hidden tax” for charities and foundations which adds an extra cost to the sector. This situation threatens the neutrality of the tax system which the Commission is supposed to be keen to protect.

The inability of foundations to recover the VAT that they spend reduces the resources that they have available for their charitable purposes. This has been a long-running issue for the sector, particularly in a time of general recession when foundations and charities are under pressure to increase the level of frontline services that they can support and offer. It is also of considerable concern that foundations and charities can spend a much greater percentage of their organisation’s turnover on VAT than the average commercial organisation. In some cases, the percentage can be as high as 15% and is usually well in excess of 10% of their voluntary income.

## The first glimmer of hope?

For a number of years the Commission has been planning to review the taxation of public bodies and the future of the social exemptions in the VAT Directive. The sector has regarded this as a great opportunity to press for the sort of radical reform that even the Commission accepts is needed if foundations and charities are to be treated fairly under the VAT system.

As part of the preparation for this important consultation, the Commission considered some possible solutions, which included giving all public bodies a “right of deduction for input VAT relating to outside the scope supplies”, an option that officials have said may be possible to extend to charities as well. However, it remains the Commission’s firm preference that EU Member States give charities a grant to cover the irrecoverable VAT that they pay. Given the current state of public finances in most EU Member States, the sector is not confident that this will happen, notwithstanding the successful campaigning of charities in Denmark which led to the Danish Government introducing a limited refund scheme, which it is gradually extending.

## The latest position

Progress on any EU tax matters is always painfully slow but the sector has used the delay of the promised consultation to prepare information about the sector and has been liaising with Copenhagen Economics, the consultants appointed by the Commission to analyse the current VAT system and its impact on different sectors. This has involved detailed studies of the VAT treatment of foundations and charities in various EU Member States.

Given that Copenhagen Economics had already embarked on its review, we

were surprised to learn during the EFC’s Foundation Week in June 2010 that the Commission has now decided to publish a Green Paper on the Future of VAT later this year. We understand that the Green Paper will consider whether VAT policy has become too rigid and whether some decisions can be left to the discretion of individual Member States.

## What does the sector need?

Given the huge variety of ways in which the charitable sector provides services to a very wide range of beneficiaries, the Commission’s preference for national VAT refund schemes is understandable. An alternative might be a solution first proposed by the Commission back in 1991 when it argued in the Council of Ministers that the reduced rate that is permitted for outputs of charities should also apply to inputs as well. This proposal nearly became law in 1991 and, while the Commission is in the mood for reform, could possibly be considered again.

Informally, senior officials in the Commission have suggested that the sector might be much better off with another solution: To allow decisions relating to the VAT treatment of foundations and charities to be devolved to Member States on the grounds that subsidies or tax refunds to such bodies do not really threaten the proper functioning of an internal market across the EU. The charity sector in Denmark has demonstrated that some governments are prepared to be flexible about the VAT issue – would other governments follow suit if they did not have the excuse of European rigidity to hide behind? Experience suggests that the UK government would be reluctant, even in a more favourable economic climate than at present, to do anything that might reduce its tax base. How will other Member States react? Your views would be very welcome.

[www.ctrgrg.org.uk](http://www.ctrgrg.org.uk)



# European Commission proposes reform for wills and succession

By Roberto Barone, President, Council of the Notariats of the European Union



Roberto Barone

The European Commission estimates that every year in Europe there are at least 50,000 new cases of successions that involve persons or assets located across borders within the Union. These cases are normally called "cross-border successions". This phenomenon is destined to grow substantially, given the increasing mobility of Europe's citizens.

To simplify the procedures for the transfer of inherited assets, at the end of 2009 the Commission published a proposal for a new regulation

on jurisdiction, applicable law, recognition and enforcement of decisions and authentic instruments in matters of succession, as well as the creation of a European Certificate of Succession (the regulation would not apply to Denmark, while the UK and Ireland would have to choose to opt in or out). Naturally this could be a propitious moment to suggest the introduction at European level of common rules regarding legacies to foundations, charities or other entities dedicated to scientific research, social assistance, education and culture.

The new EU plan proposes introducing uniform rules first of all for determining which law is applicable in cross-border cases, i.e. where persons have a nationality other than that of the country where they reside, or possess assets in one or more countries of the EU other than those of their nationality or residence.

It is important to say straight away that this is not an attempt to unify or harmonise the different national rules that govern inheritance. Rather it is an attempt to create common rules that will serve to identify which Member State's law must be applied in the case of cross-border successions. Today in these cases every country has its own specific rules that may easily contradict those that another Member State applies for the same case, leading to significant confusion and difficulty in determining the right solution.

The draft regulation proposes that in all these cases, as a general principle, the law of the state of the deceased's last "habitual residence" is applied, regardless of his or her nationality or the location of his or her assets. This represents a significant simplification of the process in that it identifies the applicable law and it ensures that this will be the only law that will regulate the whole succession and the rights of the heirs. It is important to remember that, according to the draft, the law that regulates the inheritance also establishes what is to become of any donations made by the deceased while he or she was alive – in particular cases the law of some Member States stipulates the return to the heirs

of donations made by the deceased, a very delicate question and one which has been much discussed by commentators.

Still, an individual may choose for his or her estate to be regulated by his or her own national law, but this choice must be made explicitly in a formal testamentary document. In this way, then, even someone who has not lived in his or her own country for a long time, but who has retained citizenship, may decide that his or her estate be regulated by his or her own national law.

*Naturally this could be a propitious moment to suggest the introduction at European level of common rules regarding legacies to foundations...*

Another very interesting aspect of the proposal is the introduction of a "Certificate of Succession", which is a document that is normally issued by the authorities in the country of habitual residence of the deceased and recognised in all Member States, and that indicates which law is applicable to the succession, which persons are to inherit and who the executors are. This is another solution designed to simplify matters relating to the administration of a deceased's estate, which at present is often complicated by the difficulty of identifying the applicable law and its specific rules.

It is important to emphasise that the regulation proposal does not concern itself with fiscal matters, which without doubt represent one of the questions of greatest interest to citizens when they plan their estates. There is an ongoing debate on this point, with the launch of a survey by the European Commission to determine whether it is possible to harmonise the different taxation systems of the Member States or at least to invite them to sign conventions among themselves so as to exclude double taxation.

Approval of the proposed reforms for wills and successions is not expected until mid-2011 at the earliest.

[www.cnue.be](http://www.cnue.be)

# National legal developments

By European Foundation Centre

## New Finnish foundation law expected

The Finnish Ministry of Justice has recently issued a consultation paper on the possible need for a revision of the Foundations Act, the present version of which dates from the 1930s. Decisions on the matter will be taken in 2011 and it is anticipated that the law will be significantly overhauled during the next few years.

## UK extends tax incentives to cross-border giving

In March this year, the UK announced that it would extend tax incentives for philanthropic donors making gifts to non-resident public benefit organisations within the EU and EEA (European Economic Area). At the 2010 EFC AGA and conference session on cross-border giving, Charles Whiddington, Partner at Field Fischer Waterhouse LLP and directly involved in the "Ditmar" case, commented that while the European Commission is encouraged by the UK's measures to facilitate tax-effective cross-border giving, it seems likely that it is not yet entirely satisfied.

## European Commission asks The Netherlands to change its cross-border giving rules

The Commission made a formal request to The Netherlands to amend its rules on cross-border giving in March this year, deeming the current requirements for non-resident public benefit organisations to register locally and be qualified as charitable by the Dutch Ministry of Finance to be unnecessarily restrictive and contrary to the freedom of movement of capital.

## Ireland introduces tax effective cross-border giving

The Finance Act 2010 extended tax relief applicable to Irish domestic public benefit organisations to organisations included in the EEA (European Economic Area) and EFTA (European Free Trade Association). Like Irish charities, non-resident public benefit organisations are required to apply to the Revenue Commissioners for a notice of determination that will in turn enable the organisation, after a period of two years, to seek authorisation to access the donations relief scheme.

## Slovakia removes VAT on text donations

As of 1 June 2010, text messages sent through the Donor Message Service (DMS) scheme in Slovakia are relieved of the VAT burden through a refund scheme administered by the mobile phone operators. The Czech Republic has secured a VAT exemption for text message giving, though in this case through a 2006 amendment to its Act on VAT. However, VAT on text message giving continues to be an issue for several countries – the Bulgarian Donors' Forum is currently advocating for the removal of VAT on text message donations, which now represent the most popular form of giving in Bulgaria, accounting for 60% of donations.

[www.efc.be/legal](http://www.efc.be/legal)

## EU ministers back philanthropic support for research and innovation

In an important recognition of the role of philanthropy in supporting research in Europe, ministers at the EU Competitiveness Council on 26 May 2010 adopted "Conclusions on Creating an Innovative Europe", which calls on the Commission and Member States to consider measures for the promotion of private donations and private non-profit organisations that support research. The Conclusions recommend that "good practices in Member States, in particular with respect to fast and un-bureaucratic support to SMEs as well as fiscal incentives for private donations, should be analysed with a view to promoting the

private sponsorship of public R&D institutions as well as private non-profit R&D organisations."

Discussions will continue with representatives of Member States on the role of philanthropy in the development of the European Research Area at a workshop organised by the Belgian Presidency of the EU and the European Commission, in cooperation with the King Baudouin Foundation and the EFC on 13 October 2010 in Brussels. The workshop will be targeted at national policy makers, and representatives of foundations supporting research and experts in the field of

philanthropy will be invited to help stimulate mutual learning and debate.

The EFC is active in this area through its European Forum on Philanthropy and Research Funding. The Forum is one of the follow-up initiatives to the European conference and Expert Group on foundations and philanthropy for research supported by the European Commission. The Forum's annual conference takes place 7-8 December 2010 in Stuttgart, Germany.

[www.efc.be/research\\_forum](http://www.efc.be/research_forum)

- European Foundation Centre



## Foundations come together around “Learning for Well-being”

*By Jean Gordon, Secretariat for the Learning for Well-being Consortium of Foundations in Europe;  
Director of the European Institute of Education and Social Policy - EIESP*



Jean Gordon

The vision of “Learning for Well-being” aims at realising the unique and full potential of children through the development of their mental, emotional, physical and spiritual aspects in relation to self, others and the environment. It means children can develop holistically, in diverse environments that support well-being for all. Children who are nurtured and grow in this way are far more likely to nurture and take care of themselves, other people, and the environment, which will make all the difference in how they live as individuals and in their shared environments. Well-being is of central importance to human life.

With this powerful vision as its focus, the Learning for Well-being Consortium of Foundations in Europe helps support this concept for societies across the globe, in partnership with other stakeholders. The Consortium was established by a group of foundations convened by the Universal Education Foundation (UEF) in 2009.

Well-being is increasingly on policy agendas, partly due to the disquieting observation that increasing wealth in Western societies (though still very unevenly distributed) has not led to happy, flourishing lives. Foundations are acutely conscious of enormous inequalities between North and South, as well as societal, economic and environmental challenges that call for profound changes to our mindsets, attitudes and practices. In recent years, identifying and measuring well-being has become a prominent theme for organisations such as the OECD, UNICEF, the EU and other international players. Promot-

ing the “well-being of its peoples” is one of the aims of the EU Treaty.

Focussing attention on the well-being of children and young people is especially important because they are vulnerable, have special needs that differ from those of adults, and their voices are not easily heard, especially in our over-communicated society. Childhood is an important part of life, not merely preparation for adulthood. Too often children have restricted opportunities to engage in shaping their own learning environments, together with the adults that care for them. Nurturing their capacities to take responsibility for their own well-being and respond to the challenges of the 21st century is a big responsibility for all of us.

The vision of the Consortium builds on key international references that, taken together, give a definition of “Learning for Well-being”

that is holistic and gets to the heart of what it is to be human. We refer to the United Nations Convention of the Rights of the Child (UNCRC) because it emphasises children’s rights to achieve their full potential and participate in decisions that affect their lives. Our vision reflects the “four pillars of learning” defined in the 1996 report to UNESCO by



Consortium session on 1 June 2010 in Brussels during Children and Youth Day.



the International Commission on Education for the Twenty-first Century, entitled "Learning: the Treasure Within" – learning to know, learning to do, learning to be and learning to live together. It supports the World Health Organization definition that, "Health is a state of complete physical, mental and social well-being, not merely the absence of disease or infirmity." The vision "Learning for Well-being" also supports the Council of Europe's platform for achieving social cohesion through "well-being for all".

### Establishing the Consortium

Starting in 2006, a number of foundations convened by UEF, which developed this vision for worldwide application, started meeting around this topic at the EFC's conferences. These organisations decided they wanted to work more together, which led to workshops in Paris and Berlin in 2008. To understand better how the participating foundations were all contributing to children's well-being, a survey of 12 foundations in Europe and the Middle East was undertaken prior to the Berlin workshop.

The Consortium was officially established in 2009 with strong support of the EFC, and was guided by Raymond Georis, Chair of UEF, who has supported so many innovative ventures by foundations. The founding group, who are members of the EFC, come from different European countries and work with children and youth in different contexts: Bertelsmann Stiftung, Evens Foundation, Freudenberg Stiftung, Guerrand-Hermès Foundation for Peace, Robert Bosch Stiftung and UEF. The Consortium's Chair is Daniel Kropf of UEF, and the Vice-Chair is Corinne Evens of the Evens Foundation.



Bertelsmann Stiftung's "Anschub" programme for good and healthy schools.

### What does the Consortium do?

These foundations have come together to inspire and engage policy-makers and all stakeholders in Europe to listen more to children and young people; to invest in safe, happy and flourishing childhoods; and to take on more initiatives to make learning environments more conducive to well-being. The Consortium, in cooperation with Eurochild and the EFC's Children and Youth Group, organised the Children and Youth Day on 1 June 2010 in Brussels during the EFC's Foundation Week. At the event, the Consortium led a session on learning for well-being.



Guerrand-Hermès Foundation for Peace supports the Lewes New School, encouraging children to find their own spirit.

The main goal of the "Learning for Well-being movement" is to ensure that education and health lead to well-being. It emphasises the need for a change in mindsets and particularly a fundamental paradigm shift in the way we educate and care for children and young people.

To make headway we need to reach a tipping point working with a critical mass of partners from different sectors and organisations, with children and young people, and with the active support of the media, communities and families. It's imperative to create a culture of engaging children and young people as change agents in transforming their learning environments. Increasing the number of foundations that support this vision through their programmes is also critical.

Though well-being is increasingly present in European policy-making at all levels, recent work by the Consortium reinforces the observation that there is insufficient common understanding about what we



How the Evens Foundation programme the 'Playing Pond' created a splash!

mean by well-being. In response, we will focus our energies in the coming year on the following two major areas:

### "Learning for Well-being" Policy

#### Glossary

Based on the valuable policy-making tool, "European Perspectives on Global Health; A Policy Glossary", which was published in 2006 and supported by the EFC and some of its members, including UEF, Fundação Calouste Gulbenkian, the Nuffield Trust and the Stiftelsen Riksbankens Jubileumsfond, we decided to launch a similar endeavour to develop a policy glossary for learning for well-being. Ilona Kickbusch, Director of the Global Health Programme at the Graduate Institute of International and Development Studies in Geneva, led the first process and has been commissioned to author this policy glossary.

The glossary, which aims to provide conceptual understanding for policy-makers in Europe, will focus across sectors such as health, mental health, social affairs, and education, among others; draw on state-of-the-art and multidisciplinary research on well-being; and, crucially, will propose principles for policies and ideas about how



Universal Education Foundation's "Elham" programme in Palestine includes "The Greenhouse", a pioneering initiative to realise students' innate potential.

to make it happen. This work has received a grant from Fundação Calouste Gulbenkian. After a comment period, we hope to launch the final version in the early summer of 2011, both in Brussels and at the 2011 EFC Annual General Assembly (AGA) and Conference in Portugal.

#### **“Learning for Well-being” Conference**

In 2011 the Consortium will hold an agenda-setting conference in Brussels,

organised with young people, to support the “Learning for Well-being” vision and discuss the policy glossary. It will involve European and international institutions, national governments, foundations, business, research institutions and NGOs.

We are developing a charter for adoption by the conference as a declaration of common understanding of what is required for the diverse learning environments of chil-

dren and young people to be more conducive to their well-being.

[www.eiesp.org/site/pages/view/60-learning-for-well-being-consortium.html](http://www.eiesp.org/site/pages/view/60-learning-for-well-being-consortium.html)

## How Consortium members are promoting “Learning for Well-being”

### **Bertelsmann Stiftung**

The Anschub programme (“good and healthy schools”), which aims at shaping healthy learning environments in schools, is implemented at 6 of the 16 regional Ministries of Education in Germany, through mixed public and private partnerships. Anschub links health and education, carrying out health interventions to achieve long-lasting improvement in the quality of education and learning, within an overall context of school development. Indicators of success include aspects of the learning and teaching process; leadership and management; and the school climate and culture.

[www.bertelsmann-stiftung.de](http://www.bertelsmann-stiftung.de)

### **Evens Foundation**

The Playing Ponds, a toy library initiative for early childhood development and family well-being, supports parents and their young children in their neighbourhoods. Parents, often from immigrant families, meet in a space where their children can make friends and play together. Parents meet other parents, develop better language skills and build friendships, as well as their self-confidence about parenting. Children make friends through the interaction with other children and parents appreciate the space for their children to play together with carefully selected toys.

[www.evensfoundation.be](http://www.evensfoundation.be)

### **Freudenberg Stiftung**

The “one square mile” education initiative aims to improve the quality of children’s learning in a disadvantaged neighbour-

hood where Freudenberg has worked with an elementary school for ten years to create a strong prototype for quality education in schools with socially-disadvantaged pupils. The initiative aims to give pupils better life skills and ensure a better transition to grammar schools. It focusses on increased parental involvement in partnerships which contribute to a measurable improvement of learning and an improved development of children’s potential.

[www.freudenbergstiftung.de](http://www.freudenbergstiftung.de)

### **Guerrand-Hermès Foundation for Peace**

GHFP supports initiatives in schools that encourage a proactive attitude towards learning, fostering a love of learning and autonomy as well as imagination, a sense of wonder and joy in discovery. The approach encourages children to find their own spirit and develop a sense of community, cultivating appreciation of and respect for others. The Lewes New School is developing an approach to learning using an open curriculum, conversation-based teaching in mixed-age classes, with a “no rewards, no punishment” approach, and the encouragement of parental involvement.

[www.ghfp.org](http://www.ghfp.org)

### **Robert Bosch Stiftung**

In 2006, Bosch and the Heidehof Foundation launched the German School Award (Der Deutsche Schulpreis) in cooperation with the weekly “Stern” and the public broadcasting network ARD to honour outstanding schools. The winners receive a

national accolade – 7 schools are endowed with 230,000 euros. The German School Award programme includes an academy for quality improvement in schools, which documents, disseminates and replicates good educational practices. Transfer of good practice and exchange is supported through scholarships for teachers, networking conferences and seminars, or through funds to groups of schools to develop innovative concepts.

[www.bosch-stiftung.de](http://www.bosch-stiftung.de)

### **Universal Education Foundation**

Elham Palestine is how UEF is making “learning for well-being” a reality. It’s a national programme (Gaza & West Bank) aiming at improving the physical, mental, psychological and social well-being of Palestinian children and youth, enhancing their learning environments to make them more conducive to the children’s well-being. It identifies, supports and disseminates innovative practices that make a difference and is supported by a multi-stakeholder partnership of government ministries (education, health, welfare, youth and sport), UNWRA, business, foundations, NGOs and many local structures. The programme nurtures entrepreneurship in the educational community, based on a belief in the capacity of local communities to make a difference in their own lives and to stimulate systemic change.

[www.learningforwellbeing.org](http://www.learningforwellbeing.org)

- Jean Gordon

# Critical factors for developing collaboration among foundations

By Massimo Lanza, Director, Fondazione di Venezia



Massimo Lanza

Many of the hundreds of thousands of foundations active across the globe operate in sectors of vital importance for the growth of civil society, such as peace-building, education or civil rights, just to mention a few. Each foundation brings its own identity – a combination of heritage, mission, culture, approach and management. While it is imperative that we preserve these identities and autonomy, let us imagine for a moment that all of the foundations that work individually in a particular sector join forces to give a common response to the same problematic issue.

The impact would be substantially different compared with what each foundation would achieve acting individually – just consider the influence that the combined effort would have on decision-makers, for example. Social impact is the main driver of collaboration, but not the only benefit – the opportunity to share knowledge, create innovation, and reduce costs are some of the additional plusses. These topics have been at the centre of passionate debate during recent meetings of the EFC Network Building Committee, one of the four committees of the Centre, whose mission is in fact to find new ways to foster collaboration and incubate partnerships. And the next topic of discussion is the following: If collaboration is indeed a must for those foundations that wish to maximise the impact of their activity – and there is no doubt that this is not an easy task – what role can the Centre play in responding to the future needs of its members?

These considerations led us to commission a study, carried out by FSG Social Impact Advisors, to better understand the critical factors relating to effective collaboration among foundations and across sectors; to identify mechanisms and services that can trigger and nurture them; and to test which of these (if any) the EFC would be best placed to provide or facilitate. Twenty of our stakeholders and a number of professionals from across the philanthropic sector helped us in profiling benchmarks and case studies. The report was financed by Fondazione di Venezia, Fundación ONCE, and Stiftelsen Riksbankens Jubileumsfond.

Several critical factors in developing successful collaboration were identified by study participants. These are clustered around five key elements of the development process:

1. Openness to collaboration
2. Opportunity recognition
3. Engagement of partners
4. Planning and set-up
5. Operation and implementation

This is rarely a linear process, but these stages of the process are typically all necessary to create a cooperative environment and

establish a collaborative initiative. Across this spectrum, two distinct but overlapping roles for supporting organisations can be identified – building the enabling environment for collaboration and supporting the development and implementation of specific initiatives or platforms.

In the European context, stakeholders identified a broad range of needs and opportunities drawing on both of these roles even though they underlined that many European foundations are not yet convinced that collaboration creates sufficient additional value to merit the effort it requires. There was a consensus that the EFC should further develop its role as a leading actor in building the enabling environment, while in the development and implementation area its role should be more facilitative or catalytic, aimed at helping existing infrastructure to grow to meet future demand or triggering the development of new services where necessary.

Six concrete recommendations were pinpointed by interviewees and focus group participants for strengthening the EFC's role in promoting philanthropic collaboration. These recommendations form a mutually reinforcing system (efforts to build the enabling environment will lead to greater demand and viability for services supporting development and implementation of initiatives) and will be taken into consideration in the Centre's upcoming strategic planning exercise. The study is a very good starting point, but the hard work is still ahead. Collaboration should be a major (if not *the* major) strategic goal of foundations if they want to have a meaningful impact on major issues such as shaping policy, advancing human knowledge, enriching cultures or changing behaviour. The value and dimension of their social impact is at stake.

We hope with this study to spark a wider debate within European foundations, and possibly within the world of philanthropy, but we need to engage you in this difficult process and ask for your help in shaping the roadmap and the action plan.

[www.fondazionevenezia.org](http://www.fondazionevenezia.org)  
[www.efc.be/networking](http://www.efc.be/networking)



# Foundations and partners join up to support social impact analysis

By Bettina Windau, Head of Philanthropy and Foundations, Bertelsmann Stiftung;  
and Martin Brookes, Chief Executive Officer, New Philanthropy Capital

The question many non-profits are asking these days is not only, “How can we change the world for the better?”, but “How can we tell if we are making a difference?” Being a non-profit or a funder and not knowing if you’re really helping a cause is a bit like driving without a steering wheel. Yet there is a dearth of data and analysis of outcomes and impact in the non-profit sector. And the practice that could help to change this – social impact analysis – is currently fragmented and underdeveloped.



Bettina Windau

A new initiative spearheaded by the Bertelsmann Stiftung and New Philanthropy Capital (NPC) aims to address this lack of professional infrastructure. At the end of 2010, the two organisations will launch the Association of Social Impact Analysts, a professional body for individuals and organisations engaged in the field of impact analysis.

Until now, non-profit analysts have had no formal opportunity to share ideas or best practice. In contrast, the practice of for-profit or financial analysis is much more developed – there are recognised standards and approaches and long-established professional bodies bringing together individuals in this field.

The practice of social impact analysis draws on a range of analytical approaches, such as evaluation, balanced scorecards, social audits, grantmaking due diligence, or Social Return on Investment. Social impact analysis is used to assess a range of organisations, such as charities and social enterprises. The Association will not espouse one approach over others. Instead it will

focus on facilitating the sharing of different approaches and the promotion of best practice in this field.

In exploring the practicalities of establishing the Association, Bertelsmann Stiftung and NPC are taking on board the feedback received at the “Valuing Impact Conference” they hosted in London in May 2009. The conference brought together 200 professionals from all over Europe and beyond. Although they came from different fields, the conference delegates shared a passion for social impact analysis. As Martin Brookes, Chief Executive of NPC, said in his opening address to the conference, “Everyone in this room wishes to apply hard-nosed analysis to achieve social good. We want to get more out of the third sector – that is at the heart of our work. We approach it in different ways, with different philosophies, but with that basic common goal. That purpose embraces us all.”

When conference participants were asked to cast their votes about the idea of the Association, 66% said an association would be useful and 40% said they wished to become founding members.

The Association has the potential to raise the profile of the discipline of social impact analysis and shape it as a profession, uniting people from a disparate array of fields. It aims to provide support for analysts and an opportunity for sharing and learning. It is hoped that this will, in turn, improve the sector by encouraging better methodologies for judging the performance of non-profits and better sharing of these methodologies.



Martin Brookes

The Association will be a broad and inclusive body, and will seek to work with organisations and networks already active in this area, providing a forum for in-depth exploration of impact analysis. Bertelsmann Stiftung and NPC recognise the importance of collaboration in this initiative and are consulting widely about the Association ahead of its launch. At the heart of this initiative is a desire to help the charitable sector become more effective in fulfilling its mission. In the words of the keynote speaker at the 2009 conference, The Economist’s Matthew Bishop, “Charity analysis can transform both the sector and the way that money works in society as a whole... I think that this will be a significant meeting that will be looked back on as a turning point in philanthropy.”

*To find out more about the Association of Social Impact Analysts, to get involved as an organisation or an individual, and to see a report from the conference, visit the Association’s website.*

**[www.SIAassociation.org](http://www.SIAassociation.org)**

# Partnering for a malaria-free future

By Jaya Banerji, Director Advocacy and Communications, Medicines for Malaria Venture



Jaya Banerji

In these days of multiple demands on philanthropy it is often difficult to decide what to invest in. When a group of scientists got together over ten years ago they decided to invest in the creation of a small public-private partnership to research and develop new drugs for malaria. Their vision was a world where new and innovative medicines would cure and protect vulnerable populations at risk for malaria. This initial partnership has blossomed into a much larger, successful joint venture involving researchers, foundations, governments, companies and NGOs from around the world.

With a mere 4 million US dollars in seed finance, this partnership, Medicines for Malaria Venture (MMV), set to work on achieving its vision, attracting like-minded funders that included the governments of Switzerland, the UK, and The Netherlands, as well as the World Bank and the Rockefeller Foundation.

From these small beginnings MMV has found an impressive group of supporters for its research that now includes the Bill and Melinda Gates Foundation, ExxonMobil Foundation, the Wellcome Trust, BHP Billiton, the World Bank, and government aid organisations from the US, the UK, the EU, Ireland, Switzerland, The Netherlands and Spain. MMV is now the only not-for-profit, product development partnership (PDP) dedicated solely to the discovery, development and delivery of new, effective and affordable antimalarial drugs.

Since 2000, when MMV was a pioneering newcomer working to meet the urgent demand for new drugs for malaria, the once virtually empty pipeline for new antimalarial drugs has now been filled. Today, MMV manages a well-balanced portfolio of more than 50 antimalarial projects in collaboration with more than 130 pharmaceutical, academic and endemic-country partners in 44 countries.

## MMV's partners are its strength

MMV forms partnerships with scientists and researchers from academic organisations as well as from the pharmaceutical industry. Industrial partners do not fund MMV's work directly but allow the use of their high-tech facilities, cutting-edge knowledge and years of experience in manufacturing for the research of new antimalarial medicines. Their contribution more than matches the funds MMV receives from its donors, dollar for dollar. Operating as a "virtual R&D company" gives MMV the flexibility and autonomy in terms of allocation and reallocation of resources to rapidly move projects through the pipeline.

After nine years of diligent research, MMV's first success came with the launch of Coartem® Dispersible in January 2009 with partner Novartis. This sweet, cherry-flavoured paediatric antimalarial formulation has brought new hope to countless young

malaria sufferers: As of June 2010 around 33 million treatments had been delivered to 24 countries. Two other new medicines have been put through their paces in clinical trials and are now being assessed by the European Medicines Agency.

In the beginning of the pipeline, in early-stage discovery, MMV and its partners are identifying and testing hundreds of new molecules and compounds for antimalarial activity. Only a few



successful ones will pass the rigorous standards of the pipeline and cross the hurdles of safety, toxicity and efficacy studies to become a new and effective medicine for malaria.

MMV is aligned with the global campaign to eradicate malaria from the planet. To this end, its research and development priorities have been enhanced to seek not only cures and treatments for uncomplicated malaria that meet stringent regulatory standards of quality but also therapies to tackle resistance against current medicines; to stop transmission of infection to

humans via mosquitoes; and to cure relapsing malaria, an extremely debilitating form of the disease. In this way, the battle against malaria can take place on all fronts.

An integrated strategy is being used to control malaria that includes the distribution of insecticide-treated bed nets to malaria-endemic regions and the use of indoor residual spraying of pesticide to kill the malaria parasite-carry-

ing mosquitoes. In spite of these relatively successful strategies, the burden of malaria remains high.

The WHO has recently encouraged the use of diagnostics before administration of treatment in a bid to ensure that only people infected with malaria receive antimalarials. Yet an estimated 250 million cases of malaria slip through the net each year and need urgent treatment with effective medicines.

This is MMV's mandate – to cater to the immediate treatment needs of these millions of people in a manner that goes beyond the development of new medicines alone and includes the delivery of these life-saving drugs to those who need them most. To do this, MMV works with the WHO and other normative bodies to assist in the adoption of new, high quality medicines. It works with industry and in-country partners to explore how



photo © MMV



photo © MMV



photo © MMV

to maximise the reach of its products using public and private outlets and innovative delivery channels. And it works with partners to ensure that the insight gleaned from the field is put to maximum use, and that the health impact of its new products and the need for new medicines is measured, evaluated and documented.

Malaria is both a cause and a consequence of poverty. The burden of malaria extends beyond impact on human life to impact on national economies. Africa loses 12 billion US dollars of GDP annually due to this disease. MMV recognises that it has set itself a mammoth task. The eradication of malaria will not happen overnight by the efforts of one small PDP alone but will only be achieved by the joint efforts of hundreds of partners working toward the same end with the same level of dedication. By investing in the discovery, development and delivery of effective new treatments to control and ultimately eradicate this disease, MMV, its partners and its funders will contribute to the benefit of individuals, communities, societies, nations and to the world as a whole.

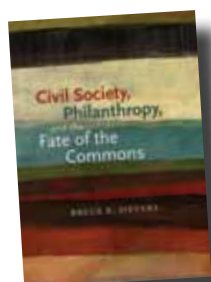
[www.mmv.org](http://www.mmv.org)



# After EFFECTS

A selection of recent publications relevant to foundations

## Civil Society, Philanthropy, and the Fate of the Commons



Among the greatest challenges facing humanity in the 21st century is that of sustaining a healthy civil society, which depends upon managing the tension between individual and collective interests. Bruce R. Sievers explores this issue by investigating ways to balance the public and private sides of modern life in a manner that allows realisation of the ideal of individual freedom and, at the same time, makes possible the effective pursuit of the common good. He traces the development of civil society from the 17th Dutch Republic and the 18th Scottish Enlightenment; analyses its legacy for modern political life; and explores how historical trends in the formation of civil society and philanthropy aid or impede our achievement of the public good in the modern era.

*Bruce R. Sievers, Tufts University Press 2010, 224 pages*

[www.upne.com](http://www.upne.com)

## Community Development and Civil Society



To what extent are the ideas and practice of community development across Europe similar? This book explores this question with special reference to the UK and Hungary and shows how community development connects powerfully with civil society, a concept that today has global significance. The authors argue that community development is both a profession and a social movement and is relevant to a wide range of issues. They interweave case studies with discussion of principles and theory. The book's critical and accessible approach will appeal especially to students and practitioners.

*Paul Henderson and Ilona Vercseg, The Policy Press 2010, 224 pages*

[www.policypress.co.uk](http://www.policypress.co.uk)

## Global Philanthropy

The 27 chapters of *Global Philanthropy* provide a snapshot of philanthropy, past and present, from all corners of the globe. The book aims to contribute to achieving a sense of a global community within the philanthropic sector; facilitate and encourage the exchange of ideas between philanthropic organisations; and underline areas in which the global philanthropic community can work together to meet the challenges of the modern world. *Global Philanthropy* follows in the footsteps of *Philanthropy in Europe: A rich past, a promising future* (Alliance Publishing Trust 2008) by the same editors.

*Norine MacDonald QC and Luc Tayart de Borms, Editors, MF Publishing 2010, 401 pages*

[www.mercatorfund.net](http://www.mercatorfund.net)

## Laying the Foundations, 20 Years of the EFC



To get the European Foundation Centre (EFC) to where it is today, a cast of characters had to build the Centre from the ground up, relying on their own entrepreneurship, perseverance, and once in a while, some good luck. This book, published in June 2010, recounts the full, previously undocumented history of the EFC, starting from the Centre's humble beginnings when the original seven founding members came together on 9 November 1989, up until the present.

*Alliance Publishing Trust 2010, 192 pages*

[www.efc.be](http://www.efc.be)

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[www.efc.be/researchforumconference2010](http://www.efc.be/researchforumconference2010)  
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## Alliance magazine - September 2010

### Focus on... Philanthropy advice: a profession in search of standards



With the number of philanthropists growing, and a sometimes bewildering list of worthy causes and organisations to choose from, it is not surprising that donors and would-be donors are increasingly turning to professional advisers for help. At the same time, a growing number of different types of organisation are offering advice, including banks, lawyers and other ad-

visers to the wealthy. But where does this young profession stand at the moment, and what might the future hold? A recurring theme throughout the special feature is the lack of, and need for, professional standards in the field.

Guest editors for this Alliance special feature are Melissa Berman of Rockefeller Philanthropy Advisors, Felicitas von Peter of Active Philanthropy, and Olga Alexeeva, formerly with CAF, now heading up the new Philanthropy Bridge Foundation. In addition to articles by each of the guest editors, the special feature includes interviews with donors about how they see philanthropy advice and an article in which nine philanthropy advisers from around the world discuss what happens when either good practice or their own views conflict with the wishes of the client. It also includes a feature on philanthropy advice within banks, with interviews with the heads of philanthropy at four private banks, an overview of the situation in emerging markets, and an article looking at the dangers of bad practice.

Also in this issue are interviews with Maria Chertok of CAF Russia on her recent recognition from the Russian president, and with Joe Cerrell, head of the new Gates Foundation office in London. Ise Bosch talks about her experience of implementing a “unified investment strategy” with a non-mainstream LGBTI mission, while Chris West of the Shell Foundation emphasises the importance of selecting partners who share similar ambitions to scale – plus letters, book reviews, conference reports and news from around the world.

Published alongside Alliance is a special report on the EFC's Foundation Week, held in Brussels in early June, featuring reviews of the event and interviews with participants.

[www.alliancemagazine.org](http://www.alliancemagazine.org)

# EFC

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