



**The Global Fund for Community Foundations  
Evaluation Report Executive Summary  
January 2006 – October 2007**

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*“In all communities, strong community philanthropy organizations can play a democratizing role, by empowering people and promoting participation, and shifting the distribution of power to the heart of the community.” Jenny Hodgson, Director*

The Global Fund for Community Foundations is a programme of Worldwide Initiatives for Grantmaker Support (WINGS), which is based in Manila, Philippines. The European Foundation Centre is legally and fiscally responsible for the Fund.

The WINGS Coordinating Committee oversees the overall governance and strategic direction of the Fund. The Fund’s Management Committee is responsible for guiding the Fund’s programmes and operations.

**The Management Committee members are:**

- ◆ Monica Patten *Chair*, Chair, **WINGS Coordinating Committee** and President and CEO, **Community Foundations of Canada**
- ◆ Akwasi Aidoo, Executive Director, **TrustAfrica**
- ◆ Jaime Bolaños, Executive Director, Oaxaca Community Foundation
- ◆ Linetta Gilbert, Program Officer, The Ford Foundation
- ◆ Keith McLean, Senior Social Development Economist, World Bank
- ◆ Donnell S. Mersereau, Chair, **WINGS-CF Advisory Committee & Director, Community Foundations, Council of Michigan Foundations**
- ◆ Daniel Owen, Coordinator, Community-Driven Development, Social Development Department, World Bank
- ◆ Gerry Salole, Chief Executive Officer, European Foundation Centre
- ◆ Rory Tolentino, Executive Director, **Asia Pacific Philanthropy Consortium**

**The Fund has received support from the following foundations and donor agencies:**

The World Bank, The Ford Foundation, The Charles Stewart Mott Foundation, The W.K. Kellogg Foundation, United States Agency for International Development (USAID), Community Foundation Silicon Valley (United States), The Arizona Community Foundation (United States), The Healthy City Foundation of Banska Bystrica (Slovakia), New Hampshire Charitable Foundation (United States), The Minneapolis Foundation (United States), Community Foundation for Southeastern Michigan (United States), Community Foundation of Ottawa (Canada), and Business Objects (Canada).

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## **INTRODUCTION**

Community foundations are indigenous philanthropic grantmaking institutions. They are the fastest growing form of philanthropy worldwide. Community foundations can serve as bridges between different sectors, advocates and leaders on social issues, and, by building up a capital base in the form of endowments, serving as stewards of long-term resources. In partnership with others, community foundations can have an impact on their economic and social landscapes. Community foundations can facilitate how communities identify and use their assets. Needs can be defined and visions created for the future so that communities are actively engaged in driving their own development.

This is an Executive Summary of a longer report that presents the initial results of the evaluation conducted by Formative Evaluation Research Associates (FERA) of the Global Fund for Community Foundation's (GFCF or "the Fund") activities through October 2007. Formative Evaluation Research Associates (FERA), an independent evaluation group, was selected through a competitive Request for Proposal process to evaluate the Fund. Key evaluation methods have included: 1) a survey of grantees; 2) an analysis of all applications (funded or not) to the Fund; 3) a focus group and in-person interviews with grantees from Tanzania, Brazil, Russia, Kenya, India and a community foundation serving Palestinians. 4) a survey of the Grants and Management Committee members. Feedback on the application and grantmaking process, challenges faced by grantees, and other information about community foundations' needs and areas of focus have already been shared with and used by Fund staff and Management Committee to strengthen and inform their grantmaking.

The Fund is a project of WINGS (Worldwide Initiative for Grantmaker Support) with fiduciary support from the European Foundation Centre (EFC). GFCF is an emerging institution whose aim is to strengthen indigenous philanthropic institutions—with a particular focus on community foundations in transitioning and developing countries. The Global Fund for Community Foundations started as joint initiative of the World Bank, Ford Foundation and C.S. Mott Foundation, and other funders also subsequently provided support. The Fund is currently mid-way into a three-year pilot phase, which runs from January 2006 to December 2008. Plans are currently underway

to transition the Fund into an independent, sustainable entity through a managed and consultative incubation process. “The Fund is being established at a critical time for philanthropy and has the potential to play an important role in bridging global agendas (from climate change to structural poverty) and local action.” (GFCF Director)

The full report begins with a brief overview of the Fund’s history and the purposes, key questions and methods of the evaluation. This is followed by details of some of the Fund’s key accomplishments and challenges in the start-up phase, and a description of the grantmaking process. The next section provides a profile of both grants and grantees and highlights some preliminary grantee outcomes. Subsequent sections highlight the Fund’s value to community foundations and identify factors affecting development. The report concludes with a section detailing next steps and a list of grants awarded in the first three rounds (October 2006 – July 2007).

## **GRANTMAKING**

The Global Fund for Community Foundations offers small, strategic grants to strengthen emerging and maturing indigenous philanthropic grantmaking institutions. The Fund has awarded 41 grants totaling \$758,295 US<sup>1</sup> to 32 community foundations and support organizations across 20 countries in its six regions of focus (see Table 1). An additional \$77,625 was awarded to 17 grantees to enable attendance at conferences. The grand total is \$835,920. By October 2007 there had been three rounds of grantmaking: October 2006, March 2007, and a third round divided in two parts, May and July 2007. A fourth round, not reported here, was scheduled for November 2007.

Grants have ranged in size from \$3,650 to \$50,000 and have supported organizational development activities 56% (n=23), learning and sharing 24% (n=10) and challenge grants 20% (n=8). Half of the organizations receiving grants (50% n=16) are located in Eastern Europe, the region where the community foundation sector is most mature. As the GFCF has started to become better known and to become more proactive in its approach, it has begun to receive more proposals from other regions where indigenous forms of philanthropy may be strong but have not necessarily been institutionalized.

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<sup>1</sup> All monetary figures in this report are presented in US dollars.

**Table 1**  
**Grants awarded by region in rounds I, II and III (2006-2007)**

<b>Region</b>	<b>Percent and Number of organizations supported</b>	<b>Amount granted (USD)</b>
Sub-Saharan Africa (6 grants to 5 organizations)	16% (n= 5)	\$62,345
Middle East and North Africa	3% (n=1)	\$20,000
South Asia	6% (n=2)	\$30,000
East Asia and the Pacific	3% (n=1)	\$15,000
Latin America and the Caribbean (10 grants to 7 organizations)	22% (n=7)	\$182,500
Eastern Europe and Central Asia <sup>2</sup> (20 grants to 16 organizations)	50% (n=16)	\$448,450
<b>Total Organization Grants</b>	<b>100% N=32</b>	<b>\$758,295</b>
Grants for attending conferences	N=17	\$77,625
<b>Total Grants Awarded</b>		<b>\$835,920</b>

## **GRANTEE OUTCOMES**

Preliminary outcomes included: 1) new community foundations being developed; 2) strengthened internal capacity; 3) new knowledge and dissemination of existing information; 4) increased local giving; 5) increased credibility; 6) new public awareness of community foundations and their work. Ways that community foundations are leveraging community development were also identified. These included: 1) mapping the NGO community; 2) building the capacity of NGOs and less formally organized community based groups; 3) modeling transparency and inclusive governance practices; 4) serving as an intermediary for re-granting community development funds; 5) providing a vehicle for local giving for positive change; 6) offering and/or supporting ways for people to become engaged in community development; and 7) conducting research.

## **VALUE**

One grantee explained the Fund’s value as follows: “Though there are some funding opportunities available for community foundations located in certain regions, a global fund to promote the growth and sustainability of community foundations in

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<sup>2</sup> All grants made in the first three rounds were in Eastern Europe and Russia. Some new grants were made in Central Asia in round four but are not included in this report.

developing and transitioning countries is much needed. It is not only a pool of funds run by experts in the field, but it is also a valuable source of expertise and support.” (grantee)

Grantees identified increased legitimacy and credibility with local and international donors; encouragement for local asset building; the knowledge and expertise that the Fund can link grantees with; and the networking and learning opportunities as ways that the GFCF was valuable to their work. “It is extremely valuable for emerging community foundations to have a Global Fund that recognizes the special role that community foundations have at the local level. Local donors and local people in general like to give directly, and they distrust any mediation institution between them and final beneficiary....the concept is new and not well known, and it is hard to get local funding to invest in the development of the community foundation or in the agency work that community foundations do at the local level.” (grantee) The Fund’s small but strategic grants are helping community foundations attract other resources from local, national and sometimes international sources.

In countries with high levels of poverty, centralized governments controlling community development activity, and/or large numbers of refugees, populations have often become dependent on foreign aid and on government for community development resources. One person commented: “our communities are sitting and waiting for the government.” Another identified “entrenched dependency on external donors for solutions to local development challenges” as the special difficulty to be overcome. Interviewees expressed the *hope that their communities could become partners working together with government, foundations and other sources of resources (like foreign aid) instead of being passive recipients*. They saw community foundations as a useful vehicle for making this paradigm shift.

## **FACTORS AFFECTING COMMUNITY FOUNDATION DEVELOPMENT**

This evaluation report only begins to identify factors affecting grantee community foundation development. Over time, and as more data are collected and analyzed, the evaluation will be able to develop a deeper understanding of the factors described in this report, as well as other factors yet to be identified. This section draws from FERA’s analysis of all of the applications submitted to the Fund as of October 2007.

*Establishing a community foundation.* Some of the key factors affecting community foundation start-up include: 1) maturity of the community foundation field in a particular region; 2) legal infrastructure in the country; and 3) availability of international foundation support.

*Developing an effective board.* One of the core principles of a community foundation is that it has a governance structure representative of people from the area it serves. Social status and board members' past experiences serving on boards are two factors community foundations identified that affect their ability to develop an effective board.

*Stimulating local giving.* Multiple factors influence the ease and/or challenge that community foundations face when trying to raise resources locally. They include: 1) existing patterns of giving; 2) dependence on government and foreign aid for community development support; 3) beliefs and attitude about people's abilities to give; 4) issues of trust; 5) donor priorities; 6) political realities impacting local economies; and 7) existence of tax laws with incentives for donors to give.

*Building an endowment.* While the challenges to encourage local giving also apply to endowment building, some additional factors that come into play. These include: inflation, national laws governing investments, and an understandable focus on meeting immediate needs.

## **EVALUATION NEXT STEPS**

Independent evaluation will be an integral part of informing the Fund's development by documenting, analyzing and reporting: 1) useful feedback from key constituencies; 2) intended and unintended outcomes of the Fund's work at multiple levels; 3) data about local contexts and needs; and 4) effective practices for supporting emerging and maturing community foundations and other local grantmaking/fundraising organizations in the Global South and in transitioning economies in Eastern Europe and Russia. The evaluation will be flexible and responsive so as to maximize its value and usefulness to the Fund as it continues to develop. Future evaluation strategies and activities include:

- ◆ Ethnographic case studies of a) grantees and their roles in the development process at the local level, and b) regional convening events focused on local philanthropy stimulated by the Fund;
- ◆ Continued systematic analysis of grantees and the effects of the Fund's efforts to support them through surveys, document analysis, interviews and focus groups;
- ◆ Adding to a knowledge base on the development of institutional forms of philanthropy globally by engaging people at the local level in documenting, interpreting, and sharing what they are learning through their work; and
- ◆ Dissemination of what we are learning to grantees and others interested in this work.

*“Strengthening participation in community-driven projects offers people hope. When community foundations bring together community knowledge and wisdom the outcomes are increased economic, cultural and spiritual vitality in a community.”*  
(funder)