

# The Foundation Review

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## Executive Summaries

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# executive summaries

## Results

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### Thinking Big: Community Philanthropy and Management of Large-Scale Assets

*Mary Fifield, M.F.A., Kaleidoscope Consulting*

Community philanthropy institutions have become increasingly popular — especially in the Global South, where they serve to harness local assets, cultivate local capacities, and build trust among diverse stakeholders. As resource extraction continues to reach into remote areas and other large-scale industries (e.g. solar energy, agroforestry) grow, pressure on resources and the rights of communities will intensify. This article presents three case studies — from Ghana, the U.S., and Canada — to examine how community philanthropy might scale up to support community-asset management and increase the power of communities to determine their own development with much greater and more complex financial investments.

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### The Community University Experience: Shift the Power or Share the Power?

*Graciela Hopstein, Ph.D., Public Interest Management Group*

The recent growth of community organizations and collectives can be seen as a consequence of social movements that have emerged in defense of human and civil rights. This article reflects on the West Zone Community University, an initiative implemented by Instituto Rio, a community foundation based in Rio de Janeiro, Brazil, within the context of this expansion of community philanthropy. The analysis focuses on the potential of the Community University case to inform the field of community philanthropy and on the possibility that universal elements of this initiative can be more widely applied.

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### Who Benefits From Giving Circles in the U.S. and the U.K.?

*Angela M. Eikenberry, Ph.D., University of Nebraska*

Giving circles have emerged around the world as an alternative to mainstream, bureaucratic philanthropy. This article examines the types of organizations that benefit from giving circles in the U.S. and the U.K., drawing on data from interviews, surveys, observations, and documentation collected in both countries. The findings show that giving circles tend to

fund certain types of organizations — often those that are small and locally based, startups and newer organizations that are reorganizing or transitioning, those that have a business orientation, and those that can engage members or show significant impact in relation to their size.

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## Tools

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### Analyzing the Social Value of Bucharest Community Foundation Programs: Social Return on Investment

*Cristina Vaileanu, M.A., Bucharest Community Foundation*

Social return on investment is a method that analyzes the results of a project using a combination of quantitative, qualitative, and financial data. It tells the change story of a project, from the framework set by the project team to its ultimate reality in the field. The Bucharest Community Foundation turned to SROI analysis, a method relatively unknown in Romania, to determine the social value produced by five innovative urban design and green technology projects it funded through Mobilizing Excellence, the corporate responsibility program the foundation established with Porsche Romania. This article discusses the results of the evaluation and shares lessons learned.

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## Reflective Practice

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### Community Philanthropy in Russian Remote Areas

*Julia Khodorova, Ph.D., and Larisa Avrorina, CAF Russia*

Russia's "back country" — remote, nonindustrial areas that are home to almost 40 percent of the population — was largely excluded from the changes brought about by perestroika. People who live in these areas, where NGOs are almost never present, are often unaware of the resources available to address local issues. This article is based on the results of research conducted by CAF Russia in 2016 on the development of community foundations in remote, rural communities and small towns in Russia. A number of case studies serve as examples. By utilizing new methods for attracting resources, mobilizing community assets, and generating social change, community foundations in rural areas and small towns in Russia are encouraging volunteerism and community activism among residents with a range of interests and priorities.

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## Building Vietnamese Community Philanthropy: Understanding the Experiences and Expectations of Donors to the LIN Center for Community Development

*Dana R. H. Doan, M.P.P., LIN Center for Community Development*

Vietnam's first community foundation, the LIN Center for Community Development, was established in Ho Chi Minh City in 2009. This article shares the experiences of the stakeholders who contributed, directly or indirectly, to LIN's objectives. It looks at factors that led to donor decisions to invest in LIN or other local organizations; donor satisfaction and perceptions of the impact of LIN's work; benefits of and challenges inherent in partnering with local organizations; and the potential for future partnerships with local nonprofits. It aims to serve as a case study of the development of community philanthropy in a large urban center within a socialist market economy.

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## #ShiftThePower: Community Giving as a Critical Consciousness-Raising Tool

*Susan Wilkinson-Maposa, Ph.D., University of St. Andrews, and Bernie Dolley, Ikhala Trust*

Asymmetrical power relations in international aid and development efforts, which favor the funder and cast the recipient as supplicant, are facing renewed challenges. For foundations to assist communities in criticizing this power imbalance and using the insights that result to challenge the system requires the "three-legged stool" of community philanthropy — strengthening capacities, developing assets, and building trust — to become a "chair" by adding a fourth leg — growing community power. This article explores community giving, a norm in communalist societies, as a viable entry point for helping communities explore and understand their own experiences, and presents a tool that calculates the financial value of a community's contribution to its own development, defining it as equity that can be brought to the development table.

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