

# The Foundation Review

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## Back Matter

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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.

DOI: 10.9707/1944-5660.1372

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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.

DOI: 10.9707/1944-5660.1373

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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.

DOI: 10.9707/1944-5660.1374

## 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.

DOI: 10.9707/1944-5660.1375

## 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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# executive summaries

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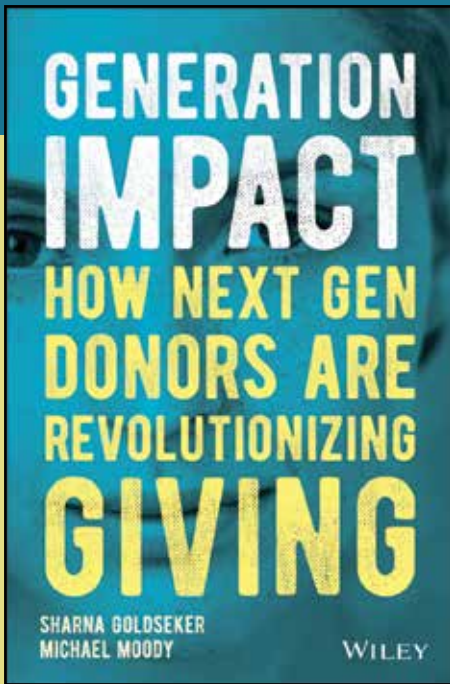
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## #ShiftThePower: Community Giving as a Critical Consciousness-Raising Tool

*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.

DOI: 10.9707/1944-5660.1378



## AN INSIDER'S GUIDE TO THE COMING PHILANTHROPIC REVOLUTION

Featuring fascinating first-person accounts from next gen donors like Justin Rockefeller, Victoria Rogers, Hadi Partovi, **Generation Impact** puts you at the heart of today's philanthropic revolution. Based on years of research and candid insights from the vanguard of next gen donors, this book offers a rare profile of the new face of philanthropy and offers targeted, practical advice to those who work closest with these next gen donors on how to engage, nurture, and encourage them as they reshape major giving, making their mark on history.

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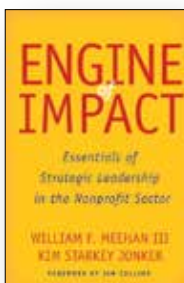
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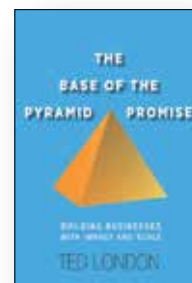
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# call for papers

## FOR VOLUME 10, ISSUE 3

### Themed Issue on Donor Intent and Legacy

*The Foundation Review* invites scholars, foundation professionals, evaluators, and others to submit ideas for articles that will advance our understanding of how donor intent and legacy influence, enable, constrain, and complicate grantmaking and other foundation processes and outcomes. Articles on this topic will be published in the September 2018 issue of *The Foundation Review* (Volume 10, Issue 3). To be considered for publication, please submit an abstract of up to 250 words to [submissions@foundationreview.org](mailto:submissions@foundationreview.org) by Dec. 15, 2017. If a full paper is invited, it will be due March 31, 2018 for consideration for publication in September 2018.

The complexities of donor intent and legacy touch all aspects of philanthropy — from writing mission statements, to devising strategy, to making grant decisions, to evaluating impact.

Navigating the complicated issues around donor intent and legacy means confronting many of the core questions of effective giving — questions about power, transparency, collaboration, expertise, loyalty, and the engagement of diverse voices.

### For this issue, we seek articles that address issues of donor intent and legacy in grantmaking, such as:

- **The many ways donor intent and legacy affects grantmaking and foundations.** Intent and legacy can affect mission/vision statements, strategies, program areas and preferred issues/solutions, geographic focus, foundation governance and operations, approach to engaging grantees and stakeholders, evaluation, and other factors.
- **Implementing donor intent and legacy while also being responsive to public needs and partners.** Foundations often have to devise creative ways to honor intent and legacy and respond to evolving needs and beneficiaries and engage closely with partners and grantees.
- **When intent becomes legacy.** Foundations stewarding long-standing legacies have to find creative ways to advance this legacy while adapting to changing circumstances.
- **Donor intent and legacy in different types of grantmakers.**

### **Abstracts are solicited in four categories:**

- **Results.** Papers in this category generally report on findings from evaluations of foundation-funded work. Papers should include a description of the theory of change (logic model, program theory), a description of the grant-making strategy, the evaluation methodology, the results, and discussion. The discussion should focus on what has been learned both about the programmatic content and about grantmaking and other foundation roles (convening, etc.).
- **Tools.** Papers in this category should describe tools useful for foundation staff or boards. By “tool” we mean a systematic, replicable method intended for a specific purpose. For example, a protocol to assess community readiness for a giving circle would be considered a tool. The actual tool should be included in the article where practical. The paper should describe the rationale for the tool, how it was developed, and available evidence of its usefulness.
- **Sector.** Papers in this category address issues that confront the philanthropic sector as whole, such as diversity, accountability, etc. These are typically empirically based; literature reviews are also considered.
- **Reflective Practice.** The reflective practice articles rely on the knowledge and experience of the authors, rather than on formal evaluation methods or designs. In these cases, it is because of their perspective about broader issues, rather than specific initiatives, that the article is valuable.

**Book Reviews:** *The Foundation Review* publishes reviews of relevant books. Please contact the editor to discuss submitting a review. Reviewers must be free of conflicts of interest.

**Questions?** Contact Michael Moody, guest editor of *The Foundation Review*, at [moodym@gvsu.edu](mailto:moodym@gvsu.edu), or Teri Behrens, editor in chief, at [behrenst@foundationreview.org](mailto:behrenst@foundationreview.org).

# THE FoundationReview®

*The Foundation Review* is the first peer-reviewed journal of philanthropy, written by and for foundation staff and boards and those who work with them. With a combination of rigorous research and accessible writing, it can help you and your team put new ideas and good practices to work for more effective philanthropy.

**Our Mission:** To share evaluation results, tools, and knowledge about the philanthropic sector in order to improve the practice of grantmaking, yielding greater impact and innovation.

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