



CHANGE COMES FROM THE BOTTOM UP



**- COMMUNITY FOUNDATIONS' ROLE
IN 25 YEARS OF BUILDING CIVIL SOCIETY**

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After 25 years of democracy it is time to evaluate its main result - civil society. We focus on the local level of civil society by exploring community foundations' experiences, influence on democratic process and its potential. CFs are NGOs are linking local donors with communities. They generate and promote democratic values by building active and responsible communities. The CFs' movement in V4 is the direct result of the transition transformation? and the chance for further development of the civil society.

Building civil society is the core of the CFs' work. They are a great example of taking responsibility by developing community philanthropy and involvement, volunteering, and social entrepreneurships. They have been carrying out such activities in V4 countries for already 20 years, starting with Banska Bystrica – the Healthy City Community Foundation established in 1994. Since then we can observe the development of the CFs in the region. In the project “Change comes from the bottom up - community foundations' role in 25 years of building civil society” we explored their achievements, values, experiences and impact on civil society by researching and collecting the materials in 4 topics:

- Leadership – people perspective: showing “faces” of the movement and stories of bringing the idea to the region;
- Social change – issue perspective: CFs' achievements and impact on civil society. The CFs brought back the true meaning of philanthropy, social solidarity, and common good - it will be shown on the specific examples;

- Giving – financial perspective: methods of working with donors to show the change made in the community philanthropy (donor funds, crucial role of endowment, etc.);
- Knowledge – all the perspectives together: gathering the knowledge and experience of the CFs - publication and best practices.

Within this project we have presented the entire Visegrad movement of the community foundations and the advances in regional cooperation among even the smallest communities. The message of the projects was: “You do not have to live in the capital city to use the opportunity of the Visegrad cooperation, you can even be a member of the smallest community, somewhere in Poland, Czech Republic, Hungary or Slovakia to use the knowledge and experience of the community foundations' movement. Those communities that have been working together and supporting each other for years.” The CFs from the V4 countries learn more about each other, see the links among them, use each other experiences and work closer in the future.

The main target group is the field of CFs in V4: Community Foundations, experts, support organizations, donors, beneficiaries. They are interested in the progress made by the movement as they are the ones who invested the most. It is important for the field to summarize its development and impact on civil society and to plan the future.

We encourage you to read through this publication, we hope that you will find that inspiring.

The Projects Team

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GIVING

PHILANTHROPIC BEQUESTS

„A MORBID REQUEST, OR A PARTING GIFT?”

In 2008, Ústí Foundation's management included in its annual plan an objective "to explore the possibility of legacy giving." When our trustees were discussing the strategy for the year, they stopped to think about this objective - some of them were surprised. "This is morbid: asking donors to remember us after they die and to bequeath money to us," some said. Our management knew that legacy gifts - in particular in the US - form one of the main income sources when it comes to CF endowments, and at that moment we understood that this would be a sensitive topic which we would have to prepare thoroughly before we communicated it with the outside world. This is why we decided to promote and push this issue at a national level together with other Czech CFs.

In 2009, the Association of Community Foundations of the Czech Republic successfully applied for a grant from the C.S. Mott Foundation to run an awareness raising campaign to promote legacy giving.

To begin with, we carried out a basic analysis of the existing legislation and social practice regarding bequests. Thereafter, we assessed previous experiences with bequest fund-raising in the Czech Republic and compared them with experiences of CFs in the US. On the basis of this analytical and research work, we developed a national visibility campaign focused on "philanthropic bequests" to promote the existing legal opportunities. A special website was developed, and informational leaflets for potential prospect donors were printed and disseminated.

UKN Community Foundation dedicated a special section on its website to legacy giving and promoted best practice examples of philanthropic bequests - both past and contemporary - in its e-bulletin.

However, the Ústí Community Foundation went even further. The donor relations officer and the CEO wrote their own bequests, making gifts out of part of their property to benefit the foundation.

Days later, one of our major donors, Martin Hausenblas, came to the foundation and seeing the information leaflets about bequests on our desk, he asked, "You can do things like this?" It was easy to answer: "Sure. By the way two of us have already left a legacy gift to our foundation." Martin's response came spontaneously: "Great, in that case you have my pledge that I will bequeath 30% of all my property to the Renaissance Fund that you administer."

Issues of legacy giving are not easily communicated and receiving a pledge of a legacy gift does not represent money that you can plan with for a legacy gift - when pledged during productive age - may be realized decades later (not to mention that a will can be changed at any time). And often enough, you do not get to find out about a legacy gift prior to the donor's passing.

Nonetheless, communicating legacy giving opportunities is of great importance for potential contribution to long-term sustainability of community foundations.

CHARITABLE AUCTION

– „FUNDRAISING AND RELATIONSHIP BUILDING OVER A BOTTLE OF WINE”



It was in 2007 when The South Moravian Community Foundation (SMCF) and The Via Foundation (Via) agreed to organize a joint Charitable Wine Auction. The idea was pretty straightforward: SMCF has a good access to a number of quality winemakers from the best wine region in the Czech Republic while Via has the potential to convene a crowd of wine lovers and prospect donors in Prague, the capital of the Czech Republic.

The first Auction in 2007 offered over 40 cases of high-quality wine in Public Auction and attracted approximately 100 guests with sales of USD 6 800 for the evening. Seven years later, in 2014 the Auction offered high-quality wines, art and unusual „experiential” items (i.e. experiences that cannot be otherwise easily purchased and/or secured). The Public & Silent Auction and attracted some 250 guests with the total sales of USD 105 000.

What has happened since 2007 that helped us to build the Auction from a very modest start into a successful fundraiser and relationship-builder?

There has been a lot of hard work of many dedicated people who made this happen but what has been true for all of those years is that after each Auction we asked ourselves: What can we change / add / or simplify to make next year better?

And here are some of the things we made during the past 7 years:

- we changed the venue to be able to create a better atmosphere at the event and to invite more people

- we realized that wine was important, but that we needed to keep adding art and „unusual experiences” to succeed and sustain the interest of Auction participants
- we added Silent Auction to the evening
- we composed a volunteer-based Auction Organizing Committee to help us get the best Auction items and to help us invite the right audience
- we made connections with the Art community
- we realized early on that the evening is a fundraising event, but that it also serves as a very important „cultivation point” for our current and prospect donors; in other words, that the evening is a crucial relationship-building opportunity for us.
- Each year we pay due diligence to deliver an event that is professional in its organization, and yet an event where people feel comfortable and enjoy the evening in a good and relaxed atmosphere - with good wine, for a good cause and to experience the excitement of the Auction.
- Reflecting back – each year the Auction provides a lot of space for our creativity and for innovation. And we truly try to come up with something new for each year.

To sum it up: during the past eight years we raised cumulatively USD 370 000 thanks to the Auction and that money was used to help build programming and viability of The Via Foundation, the South Moravian Community Foundation and partly of the Association of the Czech Community Foundations.

More information: <http://www.dobrocinnaukce.cz/en/>

ENDOWMENT

– „ONLY A DOLLAR TO START, BUT WHERE TO GO FROM THERE?“

Twenty years ago, when Europe began speaking about community foundations, the idea of endowment building as the cornerstone of community foundations seemed unfeasible – at least in the CEE region.

We understood why we should build an endowment and we liked the sustainable business model. The concept was simple: first create an endowment, then invest the funds, then spend part of its incomes on grants, on operations, and to further increase the endowment so that next year you will invest an even greater sum. The question was how to start.

I remember meeting Peter Hero, the CEO of the Silicon Valley Community Foundation back in 1997 in our then emerging Ústí nad Labem Community Foundation and hearing about their endowment nearing the USD 1 billion mark. We complained that we had no endowment and that “this will never work here”. He told us very openly that our argument was nothing but an excuse. He put one dollar on the table and said: “You have just started.” This one dollar note is still framed in our office to remind us of the first symbolic endowment gift. Today, our endowment exceeds USD 2 million.

When it comes to endowment building, something unprecedented happened in the Czech Republic. In early 90s, the government decided to use part of privatization proceeds to invest into endowments of selected Czech foundations with the aim of developing a sustainable resource for the civil sector. Thus, towards the end of the 90s, about 70 foundations received over USD 100 million of endowment, including 3 Czech community foundations.

As a result, foundations began administering a substantial chunk of endowment money and had to face new challenges of how to invest and manage this endowment. My personal experience is that very few people care about investment and spending policies until they have an endowment. Yet, paradoxically, the most important argument for a donor who is considering an endowment gift is that the fund managers have a clear understanding of how to manage an endowment and its proceeds.

We should be aware that endowment management requires a high level of expertise. Designing and implementing an investment strategy requires specific know-how that most foundations did not have in the beginning of their endowment management experience. Over time, some foundations have developed mechanisms for how to actively manage their endowment. They either contracted professional investors (Banks or Investment Companies) which managed their money, or built a group of volunteer advisors (e.g. an investment committee) which helped them to invest the endowment on their own. Some foundations have been very conservative in their endowment management – depositing to varied types of savings accounts in banks, while others invested with dynamic strategies in stock markets, and still others responded to specific opportunities and invested into real estate.

The financial crises of 2008 presented a specific challenge to Czech foundations. The endowment values dropped dramatically in all investment instruments, except precious metals investments, by as much as 30 %. Some foundations have been struggling with this downturn until today. However, the impact of the financial crises was also positive in forcing foundations to review their investments and to pay closer attention to their investment policies.

Currently, Czech foundations, for the most part, manage their endowments with proceeds of anything between 1 to 5 % p.a. To compare, average endowment investment proceeds of US community foundations are about 7 % p.a.

From an endowment point of view, it is not only the investment policy, but also the spending policy that matters – i.e. how the foundation manages endowment proceeds. I often see – and our foundation is no exception – spending policies

stipulating what percentage of total proceeds goes to re-granting, what percentage goes operations and programs and – in some cases – what percentage goes to reserves. Using part of endowment proceeds to build the endowment is a rare exception, even though we should be aware that if we do not increase our endowment, inflation depreciates it. And this depreciation is not at all marginal. To illustrate, in the Czech Republic, the real endowment value decreased by 19 % over the past twelve years as a result of inflation – i.e. nearly by one fifth. This is certainly worth noticing.

Tomas Krejci, CEO of Usti Community Foundation and Chair of the Association of Community Foundations, has worked in the foundation sector since 1993 and was part of setting up the first community foundation in the Czech Republic in 1997. He has been in charge of endowment management and investment and spending policies since 1999.

SWEETFLEET – HOW TO REACH BIG COMPANIES WITH SMALL DONATIONS?

The quite young Ferencváros Community Foundation (FCF) grew rapidly, but faced a huge problem: the organization couldn't build a connection to the large, multinational companies that were headquartered in the district. The Sweet-Fleet was the solution: the companies cooperated with the program, so the foundation could collect donations from the employees, and FCF was building stronger relationships with these companies.

FCF was founded at the end of 2011. It grew rapidly, adding many volunteers, through its successful programs and grantmaking activities. However, FCF had difficulties building relationships with the large, multinational companies in the district, such as Vodafone. These companies always stated that CSR activities of the companies were made at an international level, and therefore they could not support FCF.

We had to communicate and introduce ourselves in a different way; we had to go there and talk with the employees – it was Rute Vais's idea. Rute Vais had the expertise to find a solution because she is one of the leaders of the Hungarian multinational oil company, Mol. The idea was worked out by Gabriella Benedek, Ágnes Velencei and Judit Fleischer – the president, a trustee and the coordinator of the board of FCF. They thought it would be possible to bring together the enthusiastic volunteers of the Foundation with the employees of the neighborhood companies – among an informal coffee table discussion it would be possible to talk about the district, about the Foundation and about ideas over a nice slice of cake and cup of coffee.

SweetFleet became a reality. The volunteers baked cakes, as they did for their families, and they visited the companies and programs organized by the companies, and gave the cakes to the people working there. It is not necessary to pay for the cakes, but it is possible to give a donation to the Foundation. Personal relationships resulting from SweetFleet were fostering. SweetFleet was asked to return to some companies; they were collecting a huge amount of donations, the popularity of FCF was increasing, and a few people became participants in other programs of the Foundation.

Since April 2014, SweetFleet has operated eight times. One program has 25 volunteers who participate, which makes this FCF's largest program in this scale. The foundation had 300 000 forint (1000 euro) income in the past year from small donations from SweetFleet – this is approximately 10 percent of the income from local donations. One of the leaders of a multinational company recognized FCF as a result of SweetFleet's actions, and he later volunteered to work in a grantmaking program.

SweetFleet is one of the success stories of FCF. Thanks to the voluntary work of quite a few people, the Foundation is able to get local donations and found a way to the heart of multinational companies.

COMMUNITY FOUNDATION AS THE OPERATOR OF A MANY NUMBERS OF SEPARATE DEDICATED FUNDS

By nature, community foundations have very broad mission statements, generally focused on improving the quality of life for inhabitants of the local area. To achieve this mission alone is difficult. That is why CFs are constantly looking for allies; partners who can focus on specific parts of a greater goal. The perfect tool for such cooperation are dedicated funds.

In the United States and Canada, acceptance of charitable funds is a common and widely used practice. In Poland the law of succession does not encourage giving your money to a certain memorial fund. There are many obstacles that CF would have to overcome in such case. Volunteer and small donations can be accumulated into larger pools of resources to effectively finance the activities of the Perpetual Fund, and at the same time carry out the mission of the CFs. The measures taken result in an increasing number of Polish Dedicated Funds operated by community foundations. The Bitgoraj Community Foundation supports over 30 perpetual Dedicated Funds. Here are some of them:

- Fund to Support Education in the municipality of Frampol - was created as one of the first dedicated funds, endowment fund was lodged by BISE Bank. The Bank also supported the activities of the Fund grants scholarships for talented students of the local school. The work of fund-raising and dispose of Fund established 5-person committee of donors and teachers.
- Health Fund (HF) formed by two doctors, a pharmacist, an entrepreneur and a banker. They all invested their own money in the creation of the endowment HF (5000 PLN) and are actively involved in raising funds to purchase medical equipment for the local hospital. The Fund organizes collection and charity events. The value of the equipment purchased is in excess of 100,000 PLN.
- Karate and Japanese Culture Support Fund formed enthusiasts of karate, including those Bitgoraj karate instructors, sports activists, and world class athletes. The Fund obtains several thousand dollars each year and acquired funds earmarked for the construction of a Karate Academy. The Karate Association received a building free of charge from the City of Bitgoraj. Members and volunteers converted it into a sports and cultural facility. The Karate Association, in cooperation with the Bitgoraj Community Foundation, uses the status of public benefit organization that BCF has and which allows raising funds from the mechanism 1% tax write-off.
- Student Education Fund (UFO) set up for students and teachers of the United Nations High School in Bitgoraj. 50% of the required initial capital in the amount of 2,500 PLN who collected by youth who organizing discos and sports games between students and teachers. The Fund obtains annually about 10,000 PLN, which is allocated towards the purchase of equipment (sound radio broadcasting school, buy sports clothing, edition of the school monograph, purchase of computers and copiers for use by students, use of space for the needs of students).

- Fund for Children from Bitgoraj was the initiative of the mayor of the municipality. Endowment was obtained mainly of minor write-offs ends from the monthly salaries of Municipal Office Bitgoraj Gmina staff.
- The SZASTA Fund support people with disabilities. Predominant amount of funds (over 20,000 PLN per year) is derived from the 1% of taxes mechanism.
- The name fund Karolina Adamcowa was created in 2015 by the daughter of a former school principal in Łukowa, local business and municipal authorities with the means Lukow Foundation and funded scholarships. The problem was the service of the Foundation. Revenues of the Foundation were too small to hire someone to handle the Foundation. Documents of Foundation stored Mayor, school headmaster drew up the reports, one of the main founders, Professor Leś lived in Krakow rarely interested in the Foundation's activities and never brought the declared capital. Liquidation of the Foundation will considerably facilitate business people - will relieve them of bureaucratic activity, they will focus on what matters most to raising funds and allocate them best way.
- Chmielecki Education Fund takes care of the small rural school, donates scholarships and finances equipment purchases. The Fund obtains annually approx. 10 thousand PLN from local sources, with a 1% tax write-offs, with local donations and from people associated in the past with the school, former students, teachers and their children.
- LADA Fund supports the activities of the local football club.
- The Fund My Nadrzecze support the work of animation in a small suburban village of Nadrzecze, supports young firefighters, dancers, active, engaging in social activities of students.

Dedicated funds are an excellent way to actively engage people involved in fund-raising for further distribution. It is a very good mechanism for planning of fund-raising activities and responding quickly to the changing needs of people under the care of the Perpetual Fund. The Federation of Community Foundations in Poland and the Bitgoraj Community Foundation actively supported the creation and operation of the new dedicated perpetual Funds. The campaign promotes training and is joined by the Academy for the Development of Philanthropy in Poland.

Standards have been developed to create dedicated perpetual Funds. The experience of the Bitgoraj Community Foundation proves that it is not worth it for small businesses to create separate organizations. It is better to cooperate with Community Foundations.

More information: www.ffl.org.pl, www.filantropia.org.pl, www.flzb.lbl.pl

A MODERN METHOD OF CROWDFUNDING TO RAISE FUNDS FOR THE ACTIVITIES OF THE COMMUNITY FOUNDATIONS

Krzysztof Margol is an extraordinary man. He is a social innovator. He was a kindergarten teacher for a time, and then mayor of Nidzica between 1990 and 1994. After a period of being very unusual kindergarten teacher and the mayor he came to the conclusion that it would be better to realize his ideas in the Third Sector. He moved away from the political life and built the Nidzica Development Foundation NIDA from scratch. Since 1994 it is one of the leading Polish organizations supporting entrepreneurship. NIDA helps unemployed people by providing free information, advice, and consultation. It supports aspiring entrepreneurs by trainings, giving loans and grants to start businesses, and it helps them realize their business plans. NIDA has had significant effects on the effectiveness of economic support entrepreneurship. It was decided that the Nidzica Community Foundation would be created to support activities of non-governmental organizations, granting scholarships to talented youths.

In 1994 the task of creating this organization was given to his wife, Barbara Margol. The Nidzica Community Foundation turned out to be a great success. In a short time, the Fund had amassed a great endowment fund, subsidized hundreds of small, important projects for the community, and supported scholarships for hundreds of talented and active young people. Nidzica Community Foundation established a great social enterprise called the Pottery Village, which today is one of the best and most well-known social ventures in Poland. Krzysztof Margol finds time to share their experiences with representatives of local community leaders, not only in Poland but also far beyond its borders: in Ukraine, Belarus, Georgia. Krzysztof Margol is a social innovator and a familiar face Polish Community Foundations.

Nidzica Community Foundation utilizes many different fund-raising methods and is willing to test any new ones. Like many other CFs, Nidzica organizes a Charity Ball, encourages local entrepreneurs to introduce loyalty cards, and collects donations through the 1% tax write-off mechanism. Krzysztof Margol is always ready to experiment, and in 2013 he was inspired during a meeting with young scholars to use a new method of online fund collection called crowdfunding.

Crowdfunding is a form of financing projects by the community which is organized around these projects. The project is then funded through a large number of small, one-off payments made by persons interested in the project. The widespread use of the Internet makes it easy to inform about the projects and creating communities around them, which contributed to the evolution of the crowd funding. The term is usually used to refer to collections carried out for this purpose created online platforms, less frequently, using social networking sites or blogs.

Two students, Krzysztof Szczepkowski (linguistics) and Małgorzata Młyńska (environmental engineering) came up with the idea to implement a Science Picnic in the Pottery Village. They had to basically invent everything involved with the crowdfunding because such a concept had not been used in Poland before. They had to figure out what the Science Picnic would be about, where it would take place, when it would take place, how to organize it, who to invite, and how to pay for it. They decided to ask Internet users for small donations through the online platform PolakPotrafi.pl. A short film was created to promote the event, and it was promoted on social media as well as traditional platforms like radio, print newspaper, and direct solicitation.

Barbara Margol president of the Nidzica Community Foundation believes that a prerequisite for success was the involvement of all scholarship holders, and especially Krzysztof and Małgorzata and excellent promotional video, which, moreover, has been rewarded. „With this project, as the Science Picnic all have a lot of work, but it is worthwhile to take such challenges,” says Barbara Margol.

In 2015, Science Picnic in Kamionka will be organized for the third time. The Nidzica Community Foundation understands that science does not have to mean studying books. They want to show that learning science can be an amazing adventure and fun. The main objective of the Science Picnic is to present science and the humanities in an accessible and understandable way for children and adolescents. Many attractions in scientific research and demonstrations will be prepared in the following areas:

- Chemistry
- Physics,
- Math,
- Criminology,
- Robotics,
- Emergency medical services,
- English,
- Russian,
- Turkish language.

At each station there will be various competitions and puzzles. There will also be a presentation devices such as **Moebius Maglev Train, Newton's Cradle, Newton Shield**. The day will concluded with lectures from professionals and teachers in the field of science!

More information: www.funduszlokalny.nidzica.pl

WHEN LOCAL GOVERNMENT AND CFS WORK TOGETHER

The mechanism of re-granting has long been known and widely used by community foundations in collaboration with large organizations, grant making organizations, and corporate and local businesses. However, the use of the re-granting mechanism by Polish community foundations in cooperation with local governments has been a new and innovative solution to distributing funds.

The re-granting mechanism to commission programs of local government to NGOs was officially made possible in the 2010 legislation known as the Public Benefit and Volunteer Act. One of the first individuals to utilize the process of re-granting was Stanisław Baska. Stanisław Baska has been the chairman of the Community Foundation SMK since 2011. He is an economist and a graduate of Maria Curie-Skłodowska University in Lublin and the National School of Public Administration. He is the owner of BAS Advisory Group, where he acts as a coordinator, trainer, consultant and expert in numerous projects in the field of inter-sectoral cooperation, local development, and animating local communities, especially in rural areas of Poland.

Community Foundation SMK was established in July 2011 with the initiative of the Association of Catholic Youth's "Free from Addictions" program. Community Foundation SMK continues the best projects of the Association, which has completed its mission and finished operations. The main goals of SMK are to create and support local community initiatives, youth leaders and animators of public life, and to address community needs. They accomplished these goals through programs targeted to:

- supporting local communities in social and economic development
- strengthening the participation and role of citizens and the organization of formal and informal gathering residents, especially young people, in local communities, local government institutions, affecting the actualization of the concept of social solidarity and subsidiarity
- building and strengthening the institutional and social institutions working for the benefit of local communities and young people
- animation activities and support for children
- fighting against social exclusion.

The most important task of the Community Foundation SMK is raising funds for activities and their redistribution through open grant competitions. Re-granting is an important mechanism in which community foundations act as the operator of grant competitions. Re-granting has been successfully used by Polish community foundations. Most Polish community foundations work with the Polish-American Freedom Foundation (PAFF) and take part in the Act Locally Program. This program is operated by the Academy for the Development of Philanthropy in Poland (ADPP) on behalf of PAFF. ADPP works with 60 local operators of grant contests – known as Act Locally Centers – that each deal with raising additional funds and organizing grant competitions.

The success of the Act Locally Program encouraged the use of the re-granting mechanism in cooperation with local government. After all, local governments and community foundations have the same goal – to improve the quality of life in the local community. Therefore they should work together. The benefits of re-granting are as follows:

- Community foundations can operate on a larger scale
- small local NGOs are able to achieve their first projects and receive additional support from CFs, such as training, consultation, access to resources, and assistance in completing application forms
- Residents may carry out projects and receive financial support without having to register and an NGO
- Businesses can supplement charitable funds for grant-making via donation

The number of Polish local governments using the re-granting mechanism is constantly growing. Irena Gadaj says, "I think that the use of the re-granting mechanism will rapidly grow, and not only in Poland. Bitgoraj, Nidzica, and the Community Foundation SMK have implemented a three-year provincial re-granting program. I assume that by 2020 at least 10% of local governments in Poland will use the re-granting mechanism, contributing approximately 10 % of the funds. It's a great opportunity to be used by community foundations."

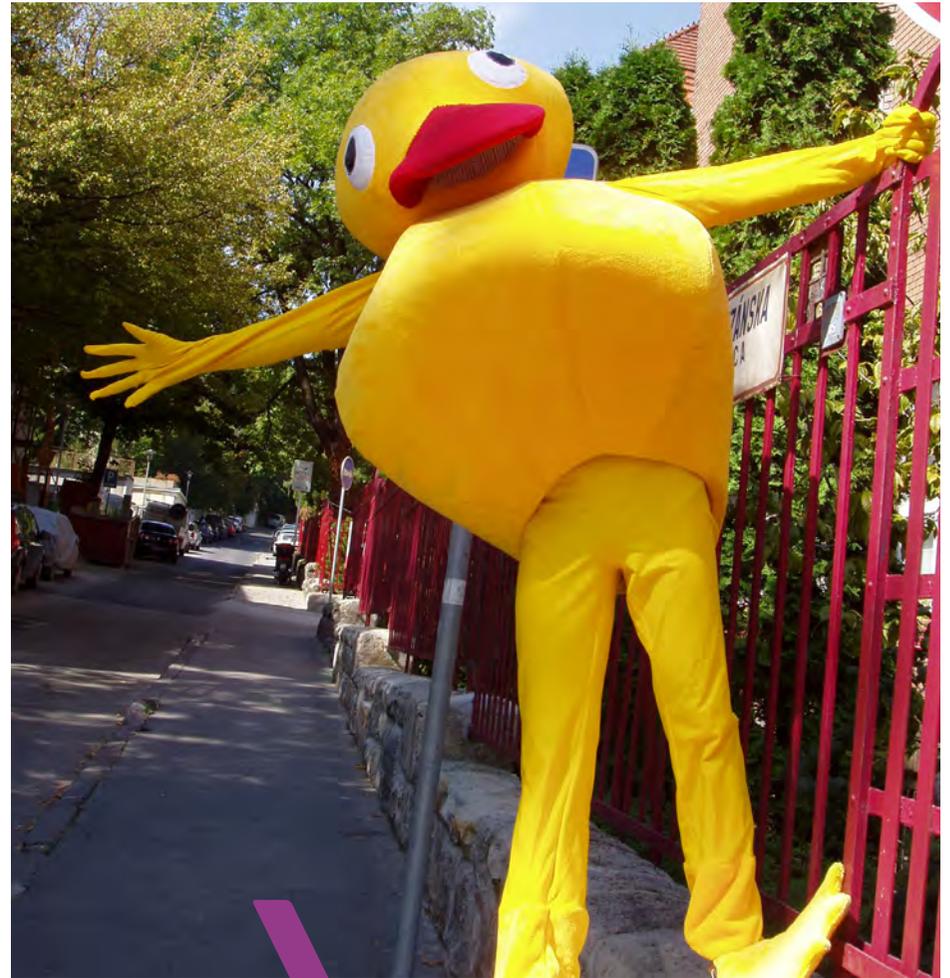
More information:

www.regranting.filantropia.org.pl, www.dzialajlokalnie.pl, www.flzb.org.pl

COMMON PROGRAM OF CFS “KICKED” LOCAL INDIVIDUAL DONORS

Community Foundations in Slovakia had a lot of opportunities to learn from overseas CFs on their models in cooperation with individual donors. Slovak Representatives always admired and “envied” their friends a visible impact of the individual donors on the community development. They understood that individual donors become the most “faithful and sustainable” supporters of own community. But how to transfer this cooperation to countries in which people have nearly none or bad experience with philanthropy?

The first inspiration came from program “500 friends of Banská Bystrica” realized by CF Healthy City in 1995 – 1997. Early after the Foundation’s start, it got a grant from C.S.Mott Foundation in the amount of 90 000 \$. The contribution for the first year was provided without any additional conditions, the second and the third part of the payment was fixed to the condition to raise matching amount from local sources. They were supposed to raise 15 000 \$ annually that was in that time significant amount of money (approx. 500 000 SK). Being a new in this field, with no personal experience and almost no tradition of giving in the community it seems like a huge unrealisable task. But then the Board came with a great idea to break this huge amount down into smaller gifts and to find “500 friends of Banská Bystrica” who would contribute by 1000 Sk. Later on we found out that even 1000 Sk was a quite high amount for average people and we decrease the limit to 200 SK (which was the prize of a good dinner). The Foundation’s goal was to create a mechanism that everybody could “afford” to donate and prove that also relatively small gift given to the Community Foundation has a sense and together with other gifts can help to change our community.





Based on Healthy City CF's experience, Lubos Tvrdon, an active leader and co-founder of the Bratislava Community Foundation, proposed to disseminate this model within the whole members of Association in 2004. He suggested to establish Club of Donors. Every CF motivated individuals from own community to donate based on matching principles. Lubos gained two corporations – Orange and Slovak Saving Banks to contribute to all Clubs, each of them donated 1 SKK to each 1 SKK fund-raised from local resources. The concept started to develop quite quickly. In the first years, 20 – 30 individual donors contributed to every Club. Individual donors continuously started to be personally involved to the decision making process. CFs started to organize special events for individual donors to present the submitted community projects and choose directly the supported ones. Meetings became a tradition and enabled to build personal contacts among individual donors and particular CF. After 4 years of the program existence, the corporations decided to stop their matching activities. Local leaders of Slovak CFs stayed before a challenge how to continue the program without "strong" partnership with companies? The number of local individual donors contributing to the Club was not enough large to fund-raise the sufficient resource for grant making.

In 2013, the Nitra Community Foundation came with the idea to support Club of Donors with PR campaign to make the Club of Donor more known and attractive within local community. Three young well known people (famous soccer player, TV moderator and singer) became faces of campaign and helped significantly to popularize idea of the Club of Donors in the Nitra region. Except of involvement of famous faces, some bets, oriented in number of involved Club members, created an important part of the campaign. The positive results came immediately. Number of members in the Club of Donor at the Nitra Community Foundation rapidly increased, it jumped from 37 members in 2012 to 139 ones in 2013 and 227 ones in 2014.

Club of Donors is the common program realized by several CFs in Slovakia. Its main aim is to motivate individual donors to contribute to development of own community based on transparent and long term principles. Local individual donors are directly involve to the grant making process, they decide what community projects are supported from their finances. The Clubs as model are able to address and gain several hundred individual donors for individual CFs every year.

FUND BRAMAC AT THE NITRA COMMUNITY FOUNDATION

“PHILANTHROPIC ROOF” OVER THE NITRA REGION

Ivona Fraňová is a member of the Board and co-founder of the Nitra Community Foundation. Born and grown in the Nitra city, she has a lot of friends there. One of her schoolmate from basic school is Alenka Scheller, chief clerk of the BRAMAC, a company producing a roof systems. One day in 2002, they met on coffee. They didn't see each other for a longer time. Talking on news in their families, children, common friends, and work, Alenka mentioned, that her company had not very good experience with one sport club which they financially supported and as a chief clerk of company, responsible for sponsoring, doesn't have enough capacity to control all finances invested to the community activities. Ivona reacted immediately. She proposed her to establish the BRAMAC donor's fund at the Nitra Community Foundation. Alenka was really impressed how it works. She appreciated mainly three main advantages which the fund brings— transparency in finances, opportunity to choose the area of support and minimal administration demand on a founding company. One word led to another and company BRAMAC established its Fund as a first fund of the Nitra Community Foundation in 2003.



It is focused on support of children and youth as well as social and culture areas. In the period 2003 – 2014, 154 of the projects were supported with sum more than 93 000 €. Some of them have been very important and significantly affected changes in our community. On behalf of all, we could mention the following ones:

- Enthusiastic couple of teachers of history at basic school, Jožko Blaho and Stanka Blahová, motivate their pupils to learn history based on own experiences. They take them on weekends to castles in Nitra region to help with their reconstruction base on volunteer work. Beside of manual work on reconstruction, teachers offer to their pupils a time full of adventures and interesting stories.
- Teachers of the special associated school for disabled children in Nitra – Čermáň could, thanks to support of the BRAMAC Fund, provide the special didactic aids helping children to develop their communication and social skills. The school could realize the innovative alternative form of education and thus could help to increase a quality of life of disabled children and their parents.

Even though, the economic crisis affected significantly production of the company, representatives of BRAMAC have never stopped their philanthropic activities. Over regular financial support, they decided to establish the permanent endowment part of their Fund for future generations.

Based on nomination of Nitra Community Foundation, BRAMAC was awarded two times by the prestigious award Bona Via Slovakia granted to Slovak companies in the area of social responsibilities. In 2004, it was awarded by main award in area of contribution to regional development. In 2008, it gained the main award in the category of small and medium enterprises.

FUND CHILDREN TO CHILDREN A YOUNG MODEL HELPING TO HER PEERS

A really nice girl. Long hair, long legs, slim, with a beautiful look and charisma within her personal space. However, her qualities hadn't turned into modelling. She decided to do voluntary work instead. This is Izabelka Trepacova from Liptovsky Hradok. She attends the local primary school and devotes all her young life to the Liptov Community Foundation (KNL)

I visited Izabela at her home. Welcoming and cheerful girl offered me coffee and tea to drink. So while drinking the hot beverages, we were doing „jigsaw“ of a girl who at the age of 10 got the idea to initiate establishment of the Children to Children Fund. How did it start? Izabela and her best friend Ema used to make some small things such as some knitted friendship wristbands in their free time. They offered “home made” souvenirs to their friends and relatives to collect some finances for a special reason: to help people in need. They looked for a way how to do it. „What about to send it to UNICEF?“ Izabela asked her father. He explained her his opinion that a lot of children in Liptov also need a help. He advised Izka to look for opportunities how to help children in the region. Girls addressed their idea to representatives of the Liptov Community Foundation and the Children to Children Fund could be created.

Mission of the Fund is to support and develop activities of the youth aimed at help to children from disadvantaged families, handicapped children as well as to promote cultural activities for children and teenagers in the town Liptovský Hrádok.

Ema is Izabela's best friend who she shares everything with. They get on well with each other. Izka's mother describes them as sensitive girls, determined to make their dreams happen.

Both of them have many hobbies. The most favourite is art: playing the violin in an orchestra and painting. Love towards pets, especially dogs, is another passion they have in common. They both are excellent pupils. Do they have any bad habits? They seem to be perfect! But of course they have their own gut secrets which hide little waggery of theirs.

When I asked them to tell me about the most memorable moment of all, Izabela replied immediately: “Backing and decorating the gingerbread because this activity can really reveal how creative we are and on the other hand we can either sell our cute products at the Christmas market or give them as presents to our donors to thank them for donating this way”.

Ema mentioned that the most impressive moment was when she met Ivan Soban, the talented handicapped poet, citizen of Liptov who despite his disability actively participate in the public life as if he was fit and healthy. “It's great to see how easily he manages to overcome all the difficulties and desires to help.”, Ema said.

Izabela also highly appreciated changes in behaviour of Dominik Imrich, her friend from her early childhood, the karate Slovak champion. After realization of own project supported by the Children to Children Fund, he immediately became a part of its volunteering team.

The whole Izabela's family is involved in fund-raising activities. Izabela's dad mainly looks for potential donors whereas her mum helps other Liptov Community Foundation members to arrange the annual beneficial concerts. Izabela will act within this year performance as well.



LEADERSHIP

JIŘÍ BÁRTA

My first encounter with the community foundation concept took place at 1996 in Prague when Peter Hero – at the time President of the Silicon Valley Community Foundation in San Jose, CA – was visiting the Czech Republic. I remember how impressed I was with the CF concept and also with Peter's passion, with which he allowed many of us to learn about the philanthropy movement we were at that time not aware of.

Czech philanthropy was in infancy in those days, yet, the ideas of organized community philanthropy made so much sense for the Czech Republic. It also made a lot of sense to me personally, as I had spent the previous two years in the United States studying NGO management.

There was another lucky coincidence that was happening at that time. The Czech branch of the New York-based Foundation for a Civil Society (FCS) was considering how to continue its philanthropic activities in the Czech Republic. And after several months of strategic thinking by many dedicated people, a final decision was made – the Czech branch of FCS would end its operations in the fall of 1997 and its programs and activities would be continued by a newly created Czech indigenous foundation called Nadace Via.

And that is how many pieces of the puzzle came together at the right time at the right place. Since 1997, Nadace Via has become an ambassador of the CF movement in the Czech Republic while combining many roles – initiator, advocate and educator, asset-builder, assistance provider, a source to bridge Czech reality with US experience, among others.

Nadace Via and I have spent some much time, energy, and resources to build a Czech CF movement because it is so meaningful.

Czech community foundations are giving and caring, build a sense of community and increase the level of trust in society. . This trust is what we almost completely lost during three, long generations of totalitarian regimes in the Czech Republic.

I believe the community foundations are perfectly positioned to build trust through creating opportunities for people to participate in community life – be that through giving and/or other forms of community action.

JIŘÍ EXNER

Mr. Exner, a practicing attorney at law, has volunteered as a member of the Supervisory Board since 1993 when our foundation was created. He has also served as a deputy major of Prague City Council, and a trustee of the FILIA Foundation which was the “official” founder of our foundation.

Over the twenty years of our foundation's development, he has repeatedly played a very significant role, in fact, truly transformational in its nature.

Our first contact with Mr. Exner was in 1997. He was working as a vice-president of a global construction company which was considering selling off its vacation facility, as it was no longer used by employees. Mr. Exner proposed that instead of selling, the corporation could consider donating this piece of real estate to a non-profit organization which could operate it. The facility was located in the region served by the Ústí Foundation, so he approached our foundation to ask if we would be interested in owning such a facility, and whether our foundation could present a project on how the facility would be operated by the NGO. Our foundation welcomed the offer and our project design convinced the top management of the corporation to donate this property to the foundation. It has formed part of our endowment ever since: we have been renting it out primarily to schools and sport clubs for retreats and nature stays.

Our second contact with Jiří Exner was in 2012, when he became the chair of an expert working group partnered with our foundation to pursue a very important objective: finding a suitable way of identifying the top priorities in our community, and transforming them into grant-making programs for our foundation. "Yes, in wanting to be a well-functioning community foundation our motivation was to learn to uncover problems that affect our community and to find a way to actively participate in addressing them." Moreover, pointing out and drawing attention to burning community issues was expected to produce other benefits, such as an increased willingness of donors to support solutions to clearly formulated issues as well as willingness of other stakeholders to engage in resolving the identified priority areas.

The experience and the outcomes from the community needs assessment process helped us leap forward in the 20 year history of activities of our foundation. In doing so, we closed the 15 year chapter of our grant-making, moving away from supporting civil society capacity building to supporting "community priorities as defined by local people".

MARTIN HAUSENBLAS – "THE RENAISSANCE MAN"

When a supported student receives a check I always say, „The Ústí community helped you. When it will have changed your life, find a way to give it back to your community.” - Martin Hausenblas, the founder of the Renaissance Scholarship Fund.

Martin Hausenblas is a tall blonde man in his forties who was born in Děčín, and he has dedicated his whole adult life to Ústí nad Labem. It was here, in 2000, where he established what would become a very successful corporation, Adler, which sells promotional textiles all over the world.

When his business was starting up, he worked extremely hard from early morning into the night. One evening, on his way home from work, he almost died in a car crash. It was this near-death experience that caused something to change and he stopped to think about his life. He decided to change his course in life. He left for Australia to clear his head and spent some time in Sahara desert. After returning to the Czech Republic, he changed his attitude towards life and work. He stepped down from a top management position of the corporation and went to study languages abroad. During one of his excursions, he was intrigued by the sustainability concept.

Upon returning to Ústí, he started to look for the vision for the future of the town and the region. He discovered there was no vision, and so he formulated a vision of his own: Ústí nad Labem, a town for sustainable living.

Once this vision was formulated, he decided to invest his money, time and talent to implement it. This decision has consequently lead him to become a local philanthropic donor.

In making decisions about what Martin Hausenblas wants to achieve through his philanthropy two events played a fundamental role. The first was the story of his niece. When she turned 15, she shared her dream of becoming a model with him, complaining that she could not do it because she did not have CZK 240 for to the cost of travel to Prague where the casting was to take place. Martin made a deal to support her with CZK 2000 each month to be repaid if she becomes a model. Today, his niece lives in New York, where she is a famous model. Her name is Jana Knauerová. She paid every cent of that money back within two years.

The second was a personal experience from living abroad. People who spend time abroad and learn the language develop their self-confidence and learn to rely on themselves. They return home as different people. Martin approached Ústí Community Foundation with the vision to support and enable such change for more young people from Ústí region. In 2010, the foundation combined this vision with its know-how and the Renaissance Scholarship Fund was born. Martin decided to commit 10 % of his annual income towards scholarships. After the first year of successful operation of the fund, he decided to leave a legacy of 30 % of his property to the fund. His bequest is planned to become the endowed segment of the Renaissance Scholarship Fund to yield annual proceeds so that the mission of the fund could be continually achieved "forever". This is still a rather unique act of planned giving in our part of the world, yet it is consistent with Martin's values and beliefs. It is a step that leads to long-term sustainability of the Renaissance Scholarship Fund.

The Fund was set up in 2010 and it is administered by the Ústí Community Foundation. Each year, the fund has sent about 8 students abroad. It is Martin's big dream to increase this number to 45 scholarships per annum. To picture this, let us imagine

a full bus going to study abroad. Martin has received the national Via Bona Award in the individual donor category.

TOMÁŠ KREJČÍ

I have been working with community foundations for the past 18 years of my professional life.

To me, a community foundation is a tool that has been developed with a particular ambition: to build a permanent institution which embodies personal freedom and responsibility of the empowered in the community (of those who "can"), of people who often have little in common other than sharing one community; and at the same time, to create a balance, or a response to the omnipresent intervention of the institutional power (government) to public space, since its appropriateness, title and effectiveness may often be doubted.

This is how I understand the essence of community foundations today. This is how I imagine the train of thought about community foundations among their founders in the US where this model originated, and where individual freedom stands as an elementary value, and where public space – as opposed to Europe – is formed by citizens rather than by institutions.

I am convinced that this is what we should have in mind when we set up and build community foundations.

When we started to build our foundation, I was felt anxious when I realized how slowly we were progressing – despite all partial successes – to build our endowment. I was aware of US community foundations whose endowments were large enough to generate sufficient income to fund a substantial number of grants, as well as to cover operational expenses of the foundation. I was impatient. About ten years ago, I came to grips with the current state of affairs – I arrived at a peaceful mind with respect to this matter. I realized that building an endowment requires time. That it is perhaps an issue for several generations, before a community foundation builds a sufficient endowment to secure its permanent financial sustainability. I will not be able to achieve that in our foundation instantly, or perhaps not even in my lifetime.

At the same time, I am convinced that if the “permanent sustainability dream” is to ever come true, we have to make efforts in building and managing our endowments during every development stage of our foundations’ lives.

Tomas Krejci is CEO of Ústí Community Foundation and Chair of the Association of Community Foundations, has worked in the NGO sector since 1993 and was part of the team that created the first community foundation in the Czech Republic in 1997.

ZLATA MADĚŘIČOVÁ, COMMUNITY FOUNDATION OF SOUTH MORAVIA

In 1989, I honestly believed all the people demonstrating on squares around the world understood that to change from a Totalitarian society to a democratic one we must change our behaviour. However, 10 years later I realized that nobody’s behaviour had changed. People used to put so much effort into making up excuses for why we couldn’t change the world, rather than looking for the solutions. My priority in life are my children. They are the most important thing in my life, so I started to change the environment for them. I figured that I have to change myself first. I started with organising after school activities, such as private English and German lessons. Then 5 000 people came to a culture event that I had organised. It was there that I met an individual who told me that it would be a great idea to begin attending courses on how to manage NGOs. He recommended one in Prague, and I attended. Suddenly, I wasn’t happy any more because I realised that I could only get financial support if I was loyal to politicians. Luckily, I met people who supported establishing a new CF. They helped me with the creation of Community Foundation of South Moravia which operates in Břeclav, Hodonín and Uherske Hradiště.

I believe that open civil society is just common sense. I also believe in traditional values passed through whole generations. People in the past didn’t know terms like community and CF, but that didn’t stop them from helping each other, simply because they knew they needed each other. Totalitarian regimes ripped these natural relationships towards nature and between people apart. It is necessary to foster common sense, despite globalization.

That is why I put so much pressure on understanding what are the real causes of problems and then suggest solutions. We are getting involved with all the interested groups, we educate activists, ambassadors of culture groups, philanthropists and communal politicians, we map our sources, and we show how to be efficient in using them. We are an attractive partner for active people in the community, we help to solve each other's problems, and we serve as inspirations when it comes to concrete success and adequate confidence.

ÁGNES VELENCEI – BUILDING CONNECTIONS FOR SOCIAL CHANGE

Ágnes Velencei had previously worked in a printing office, so she was always well informed. Her family's close connection to left-wing movements helped to propel her into civil activism and community development.

First she was working in woman's civic movements. Her aim was that women should regain their self-determination at the process of birth. From there she reached community development; nowadays her motivation is creating social change by working with communities. This, and the financial independence of the organization attracted her to the Ferencváros Community Foundation, where now she is one of the trustees. Additionally she is the leader of the informal civil movement called Írisz Family Club, and one of the organizer of SweetFleet.

She would like to create change in the world. She thinks she has a good sense for connecting different people for social change; when she organizes the volunteers of SweetFleet, she exactly does this task. Among the trustees of Ferencváros Community Foundation she is the number one responder – the first philanthropic mover in initiating actions, and a very important bridge builder as well.

GABRIELLA BENEDEK – „CREATE SOMETHING THAT IS NOT EXISTING YET”

Gabi grew up in Ferencváros, one of the districts of Budapest. After a long period of traveling and adventure, she returned to Budapest with a goal in mind.. Her vision is to change to path for individuals and communities from what life is to what life could be.. Beyond this motivation, establishing Ferencváros Community Foundation (FCF) was inspired her to create something that did not exist before.

The board members of the foundation and her friends can hardly keep up with Gabi. She is so energetic, and she does so much good work for the foundation – all while raising her three daughters. She is completely motivated to improve the welfare of the community and she works deeply and passionately towards this end.

As a community development expert, the real challenge for her is to implement her theoretical knowledge into practical work. She is the chairwoman of the board at Ferencváros Community Foundation. She is a real social entrepreneur and she is very patient with others, realizing that it can take time to achieve great results. Her best asset is the abilities to foster cooperation and trust between people. This is especially important in the community foundation, where different people with different skillsets and habits need to work effectively together.

BARBARA AND KRZYSZTOF MARGOL – NIDZICA COMMUNITY FOUNDATION

The Nidzica Community Foundation is a philanthropic organization which manages funds to improve living conditions of the Nidzica district, Warmia, and Mazuria Region inhabitants of Poland. The association is supported by private and public companies, local governmental and non-governmental institutions, as well as citizens and organizations from Poland and abroad. Husband and wife team Krzysztof and Barbara Margol are the founders of Nidzica Community Foundation.

Krzysztof Margol is a teacher and economist. Between 1990 and 1994 he was the mayor of Nidzica. Since 1994, he has been the President of the Nidzica Development Foundation „NIDA”. He is a co-founder, along with his wife, of the social enterprise - a „Pottery Village”. He is creator and producer of the local development programs and projects of international cooperation with partners from Ukraine, Russia, Belarus, Georgia, Armenia, Kazakhstan.

He is author of many publications on the development of entrepreneurship, local partnerships and the social economy.

Barbara Margol is the president of the Association of the Nidzica Community Foundation. She has many years of experience in supporting local initiatives and projects for local development. She is a coordinator of educational and innovative programs for young people. She is engaged in activities related to the promotion of social economy. She organized study visits in Poland for partner organizations from Georgia, Belarus, Bulgaria, Russia and Ukraine. She is a founder of the house of creative work for children and young people - Forget-Me-Not. In 2009, both her and Krzysztof were awarded the Medal of the National Education Commission and the title of Social Worker of the Year Newsweek. In 2011, they were awarded the Officer's Cross of the Order of Polonia Restituta by the Polish President Bronisław Komorowski for her social activities.

The Nidzica Community Foundation was created in 1998. Its founders were representatives of Nidzica NGOs, private and state enterprises, and persons who had been involved in the development of civil society for years. The Nidzica Development Foundation NIDA supported the young community foundation. NIDA is engaged in promotion and development of small and medium business. The presence of local leaders, authorities and social activists was also important, just like in other cases of developing this type of organization. The Nidzica Community Foundation operates in the area of the Nidzica district: Nidzica, Janowiec Kościelny, Kozłowo and Janowo.

Many great accomplishments have been achieved by the Margols and the Nidzica Community Foundation. The CF has awarded over 600 scholarships to needy students for the amount of 1.3 million PLN. The CF also supports the actions of other local organizations. It has donated over 400,000 PLN in the form of grants for various local projects. This has resulted in the completion of over 120 different projects. The Foundation runs its own educational programs and programs related to the promotion of philanthropy.



One of the most interesting things about NCF is the actual property on which the CF operates. They have divided a huge piece of land into several areas. One building on the property is their Forget-Me-Not House, an educational center for children and adolescents. The goal of this center is to help youth develop their passions and interests. The Margols understand that it is important to provide a community forum such as the Forget-Me-Not House to build tradition and facilitate development of young people and the communities where they live. On an adjacent part of the property they have the Pottery Village. The Pottery Village is used to organize events for companies, trainings and study visits. Children are welcome to participate in lessons of the cultural heritage and activities in the nature. It is a fun way to educate groups and teach students about ceramic products, crafted products, regional souvenirs, handmade paper products. The NCF also features a large garden spanning over several hectares. The garden is divided into small sections, each with distinct plants or purposes. For example, there is once section that contains bee-boxes to educate visitors about bee-keeping. The garden is a unique way to demonstrate different wildlife in the Nidzica area. The Nidzica CF property also contains a large amphitheater for community-organized performances, and a large tent that serves as an outdoor meeting area.

Do the Margols consider themselves to be leaders? "The Community Foundation must have someone who will be an efficient administrator, but being an efficient administrator is not enough. The CF requires an administrator, manager, innovator, coordinator, and creator of new ideas," says Krzysztof. Barbara says that they have very good communication and cooperation between the Board of Directors, local authorities, and volunteers, and that this is a sign of good leadership. While the Margols are quite happy and proud of the accomplishments the Nidzica CF has already achieved, they are aware that there is still work to be done. "The CF should respond to local problems and needs," say the Margols. They realize that better self-identification of problems in the community and professionalization of actions is needed. "The community foundation is an organization that connects local communities, builds bridges between donors and those in need, invests in people who have influence to make changes. Such action is the most effective method for long-term investment in the local community. This is a recipe for sustainable development."

DOROTA KOMORNICKA

Dorota Komornicka is the President of Snow Mountain Community Foundation. She is a leader in the four municipalities - Bystrzyca Kłodzka, Międzylesie, Stronie Śląskie, and Lądek-Zdrój - in which her community foundation operates. Dorota was born on June 3, 1952 in Poznań. She graduated from the Faculty of Animal Production, specializing in breeding thoroughbred horses, at the Agricultural University. After graduation, she worked in the Sudeten Herd Stallion Książ, then as a specialist in the Regional Center of Agricultural Progress. She spent a year in the US through 4H scholarship. Since 1979, she has lived in Wójtowice, where she breeds sheep. Since 1990, she has worked for the community. In 1997 she founded Poland's first Community Foundation in the model of the US community foundations. She is a member of the World Association of Ashoka - Innovators for Social Change, and the Transatlantic Community Foundation Network. Currently, she is also the president of the Federation of Community Foundations in Poland.

Snow Mountain Community Foundation is like Dorota's child that she has nurtured and raised. She is both a donor and a recipient of the Foundation. Dorota was a founding member of the CF. She remembers the beginning well.

"It all started with Michael Kott, who was persuasive and enthusiastic. Michael Kott called me and asked if I would be interested in establishing a Community Foundation - an organization modeled on the US community foundation model. My husband Krzysztof encouraged me to get involved in the creation of the Community Foundation," says Dorota.

Encouraged by Michael Kott, she organized an important meeting on the subject of philanthropy in October 1997. Dorota invited important people in Poland, who were unquestioned authorities in their respective fields, to participate in a discussion panel.

The panel discussion attracted the attention of many local representatives of the authorities, entrepreneurs, and NGOs. An initial capital of \$10,000 was pledged, and the Academy for the Development of Philanthropy in Poland (ADPP) promised to double the endowment on a 1 to 1 basis, provided that 100,000 PLN could be accumulated. In the first year, Snow Mountain CF collected 104,000 PLN for its endowment. "ADPP really took us under their wing. The whole process was very beautiful, and fiendishly difficult, but we managed to succeed," Dorota says. Snow Mountain Community Foundation was born.

In the past 15 years Snow Mountain Community Foundation has awarded 700 grants for local projects, 900 scholarships for underprivileged, but talented, students in primary, lower secondary, upper secondary schools. They have created a community centers in Bystrzyca Kłodzka called the Academy of Art, Science, and Sports and the Fellows Club. The CF provided examinations to more than 5,000 children with posture problems, and set up 10 offices to provide rehabilitation for 1,200 people. Finally, Snow Mountain CF has supported many local initiatives, primarily for children and youth, in the fields of education, ecology, culture, health, sports, arts, democracy, tolerance and cross-border cooperation. Dorota says she is proud of the fact that they were able to develop a stable, independent organization. They have good cooperation with the four local governments in the areas where they operate. SMCF was twice awarded as the best organization in Lower Silesia, and Dorota was presented with the titled of „Honored Citizen of Międzylesie”.

Dorota considers herself a leader. She says if a person can manage and distribute funds for their local community then that make them a leader. She says, "A leader creates changes in the local community and contributes to building social capital." She also acknowledges that a leader needs help from followers, in this case the many happy volunteers that work with SMCF.

She understands that to make changes in the new world requires new, young people, using new technologies.



That is why she says it is important to continuously create new educational programs to address to young people. "It is worth investing in youth, because they will change the world for the better," she says. We would call Dorota a COMMUNITY CATALYST for all the positive changes she has created in her local community.

EWA BACHMAN, DIRECTOR OF THE OFFICE OF THE FEDERATION OF COMMUNITY FOUNDATIONS IN POLAND

Since 2009, Ewa Bachman has been an employee and member of Snow Mountain Community Foundation. She is an admirer of community foundations and their differences from other types of NGOs, their uniqueness, and late last year she convinced the Board that it would be an excellent idea to take power in the Federation of Community Foundations in Poland. And so from the beginning of 2015 years she is also the director of the Office of the Federation.

Ewa Bachman was born in 1981, she completed her studies in philosophy at the Faculty of Social Sciences at the University of Wrocław, she completed Postgraduate Studies in Publishing at the local Faculty of Philology. Since 2009, she has been an employee (Head of Academy of the community center in Bystrzyca Kłodzka HNS), a member and volunteer of the Snow Mountain Community Foundation. She became involved with Snow Mountain Community Foundation after a meeting with Dorota Komornicka, who was looking for people to work in the emerging community center in Bystrzyca Kłodzka. After a few short minutes of conversation, Dorota gave her a job.

Ewa says, "I think now that I knew very little, but I had to find out what I was capable of. The first months of operation in the Foundation was one of the biggest challenges in my entire life so far. Nowhere had I learned as much as when I was thrown into the "deep end", and I think nothing has changed me as significantly as that first year."

"It seems to me that the most important role of Community Foundation is the role of leader of the small local organizations and informal groups - to support their activities, helping, learning, but most of all being such a bond between sectors - combining the efforts of local NGOs, local governments and entrepreneurs but also those of „ordinary” people who are looking to implement their own ideas for improving the world.", says Ewa.

A BRIDGE BUILDER is a good way of characterizing Ewa Bachman because the social aspects of each job or activity is always important to her. She says, "The feeling that what I do leads to somewhere, that maybe thanks to the fact that changes are being made in our small community affect the entire world. I am a dreamer and idealist, therefore, a smile or gentle conversation is enough to feel that my work is appreciated. It is great when someone comes back to ask for help in another project because they know you will have the answers." However, Ewa does not think of herself as a leader. "I have wings, but still a lot to learn and information to soak up." Nonetheless, working together with a great management board, with a great leader in Dorota Komornicka, and with many wonderful organizations and institutions, she is bound to become a leader very soon.

Ewa is proud of the fact that she works with the Foundation. She knows a lot of good has happened since it was created, because residents talk about the programs. She is proud that the Foundation fulfills a leadership role, stimulating smaller organizations and informal groups, and helping them whenever they need support in any way possible. She is also very proud of the fact that she can observe children "catching the bug" of social activities.

The process of managing and constantly increasing the size of the Community Foundation's endowment is one of the most significant challenges for Ewa. She states that the endowment gives a sense of stability, independence, a sense of security, but also carries a responsibility for the fate of the organization. She goes on to say, "Looking from my perspective as director of the Office of the Federation of Community Foundations in Poland, it is important to also stimulate the Polish community foundations for closer cooperation between each other, share experiences, skills, share their successes and failures, common learning how to better meet the needs of our local community." She understands that collaboration is crucial. "You can collaborate with anyone, from governments, to businesses, and even ordinary people. In every human being there is a dormant desire, a willingness to help each other. You just have to find a way to get to the desire."

IRENA GADAJ

Irena Gadaj is a shining example of leadership in the Third Sector. She has dedicated most of her life to this field. Before the transition of Poland in 1989, she was a textile engineer. She worked in MEWA Knitting Factory. Since 1994, Irena Gadaj has been manager of Bitgoraj Regional Development Agency. Since 2001, she has been the president of the Board for the Bitgoraj Community Foundation. She is a board member on the Federation of Community Foundations in Poland. She has many years of practical experience related to the initiation of partnerships in action for local development. Between 2005 and 2008 she worked in Ukraine as an expert of local development. She is a coach, expert, and consultant in the field of organization management, social economy, financial instruments, and cooperation between NGOs and local governments.

Irena's story of involvement in Bitgoraj Community Foundation is like many others; she was there from the very beginning. The story starts with the town of Bitgoraj.

It is a small town in the southern part of Poland, with a population of 27,000 citizens. In 1990, as a result of economic changes, 1,400 people lost their jobs. The situation quickly deteriorated and unemployment rates quickly exceeded 20%. In 1994, the Bitgoraj Regional Development Agency was created to help alleviate the situation. This agency provides information, advice, training, grants, loans, and help with business start up. It supports the creation of companies. Despite improvements, Irena saw that there was still a need for local development and increased quality of life in the region. Local entrepreneurs and residents were pressing for development of sports and culture to improve the city's image. After meetings in Warsaw in 1997 it was decided that several organizations would be created in Poland following the model of American community foundations. Bitgoraj was chosen as a place to test this innovative concept, and Irena place in charge.

Irena says, "In Bitgoraj this type of organization was very much needed, and a 1997/98 survey confirmed that our city was probably the most suitable climate to create a CF." In 1998, Irena and Bitgoraj were invited by the Academy for the Development of Philanthropy (ADPP) in project support and development. Irena received comprehensive support in the form of training, consultancy in the process of registration, study visits, and the first grant competitions.

"The most important thing was a challenge to recapitalize the collection endowment. ADPP promised recapitalization on a 1: 1," Irena says. Bitgoraj had no problems raising capital. The notarial deed of the Bitgoraj Community Foundation was signed on the 26th of April, 1999.

The mission of Bitgoraj Community Foundation can be characterized as the improvement of the quality of life among citizens of Bitgoraj and other adjacent territories. This can be made through the following operations:

- the assistance in realization of donors' generous and philanthropic objectives;
- giving a lot of support in funding different initiatives, such as health protection and social care, education, culture and art, sport and tourism, environmental protection, economic development and other crucial social needs;
- the initiation of cooperation between those who are interested in recognizing and finding the solution to many problems, that are changing continually, in the community.

Since it's founding, the Bitgoraj Community Foundation has donated over 2 million PLN to the local community: 1.1 million PLN in scholarships, 750,000 PLN in grants, and 154,000 PLN in other charitable donations. The interests, in a form of donations and grants, from the investment of the BCF capital endowment, in a form of donations and grants, are designed to fund initiatives and programs that result from either the analysis of local needs or the donors' will.

From talking with Irena and listening to her experiences, we would certainly qualify her as a leader of the industry, but she says that the community foundation itself should function as a leader. "The management of the CF should preserve common sense, dignity, and maintain a balance between donors and beneficiaries, between fund-raising and distribution, between statutory and operational costs. I believe that the CF should be a partner – efficient, helpful philanthropic organization – able to reconcile the plans and intentions of donors with the needs of active people and organizations." She goes on to state that community foundations should stand out from other organizations in: gathering resources to satisfy future needs (collecting endowment, strengthening social capital), openness for cooperation with a variety of partners from different

sectors, initiating and encouraging partnership activities, building bridges between what they have and want to share surplus, promoting and teaching philanthropy, catalyzing change in small local NGOs, using innovative solutions, readiness to respond quickly and seek solutions to emerging problems, and stable and professional action.

Irena Gadaj is happy with the success that Bitgoraj Community Foundation has had. They are fully independent, building an endowment fund of 1 million PLN. Bitgoraj CF is an efficient, stable, and open organization. She is proud of the many funds and programs the Foundation supports. "I am overjoyed at the fact that we are recognized by and have a good reputation in the local community."

MARIA TALARCZYK

Maria Talarczyk, President and CEO of the Sokółka Community Foundation has had an interesting career in the world of philanthropy. She began her work in this area by created a program for alcohol addiction awareness and rehabilitation. At the time, this topic was taboo. In addition to providing therapy for addicts, they provided legal and psychological advice for affected families, as well as training for doctors, nurses, judges, and prosecutors. The activities engaged the entire community. Maria says, "It was a great success. Many people have reported to us and undertook therapy. It changed people's attitudes to the problem of alcoholism." This was one of Maria's first undertaking in community philanthropy.

Maria Talarczyk was born on April 25, 1939. She studied at the Faculty of Horticulture SGGW in Warsaw, and graduated in 1962. At the university she met her husband, with whom she went to work in Sokółka. She worked initially as head of Green City in Sokółka, and later in the National Council in the Department of Agriculture.

Later, she presided over the Municipal cooperatives „Peasant Self-Help”. She was a member of the „Solidarity movement”. In 1992, The Citizens' Committee formed a Charity Commission, which transformed into the Foundation „Social Assistance Fund”. Since 2000 she has been President of the Sokółka Community Foundation, and also the director of the Centre for Family Support. For 20 years, she is enjoying a well-deserved retirement, but she still helps people, especially children and adolescents.

The Sokółka Community Foundation was officially founded in 2000. It had evolved from a previous organization called the Community “Social Assistance Fund.” Like many other new community foundations in Poland, Sokółka CF was challenged to raise an endowment fund of 100,000 PLN. This was done mainly through the assistance of the city of Sokółka. The deputy mayor of the city at the time, Czesław Sańko, was impressed by the community foundation concept, and the city allocated 53,000 PLN to the endowment. The rest of the funds were collected via small donations from individuals.

Since its creation, the Sokółka CF has awarded over 600 scholarships totalling just under 1 million PLN. Maria is very proud of the fact that they have been able to constantly expand their scholarship program. They annually award about 50 scholarships. In 2011, SCF had the unique opportunity to partner with a Polish expat who had left the Sokółka region, but wanted to give something back to the community. Through this partnership, a scholarship fund has been created for talented, but underprivileged youth from the local area. The program is entirely funded by The Puciłowski Foundation, which operates in the United States. They have awarded hundreds of grants worth more than 400,000 PLN in total. They organized educational programs for youth, as well as many charity events for the local community.

If receiving recognition and awards is a sign of good leadership, then Maria Tarczyk definitely qualifies. She was chosen as Sokółka Person of the Year in 2002 for her sensitivity, efficiency, and action on behalf of children and young people.

Maria was also awarded the prestigious Officer's Cross of the Order of the Re-birth of Poland. Besides from awards, Maria has other qualifications that make her a leader. She is a CONVENOR in that she brings together many different groups to achieve community goals. “I cooperate well with local governments, with schools, and local media. I cooperate with people who respect me. Even people who are at the beginning of our journey were skeptical about our work, as they saw our success, they wanted to join, and now they are very committed,” she says.

Maria realizes that there are still challenges for community foundations, such as building relationships with different groups and maintaining an endowment fund. Maria wants to increase the partnerships between big businesses and community foundations. She states that community foundations should support the development of not only social capital, but also material capital. For now, Maria feels like she has won the lottery with the Sokółka Community Foundation.



ALENA SCHELLER

When Alenka Scheller, a confidential clerk of the BRAMAC company, was introduced to the Nitra Community Foundation's staff and Board members for the first time, all people immediately „fell in love“ to her. Her modesty and kindness jointed with wisdom and sedulity, left nobody in doubt that we gained a “treasure” for our organization. She is a real philanthropist, not “hungry” for cheap marketing values, always seeing people and their destinies on behalf of the supported projects. Even though, she is a very busy business woman, never regrets her time and visits regularly the supported projects to know better the grantees. She tries to provide them not only a financial support based on the BRAMAC Fund, but she looks also for the other ways how to help them. Two examples instead of all:

- The homeless people in Nitra were supported through BRAMAC Fund. When Alenka visited personally their shelter, she understood that help through the project is not enough to help them. She organized Christmas fundraising among her colleagues to buy warm clothes and food for homeless people. She took them to visit personally the shelter and spend time together with them before Christmas.
- The special school for disabled children Nitra – Čermáň was also supported through BRAMAC fund several times. When Alenka met personally children and their enthusiastic teachers, she was impressed by a kind atmosphere which has governed in the school, how children are communicative and teachers manage them without using a loud voice. Except of the Fund finances, she found the added resources in BRAMAC company to help the school with IT technology, as well as materials for school garden from the purchaser company.

Except of her activities within the BRAMAC Fund, Alenka Scheller is an active and long term member of Club of Donors associating individuals donating regularly for their community. She motivated her husband, family members, friends and colleagues to become regular members as well.

Despite of her very busy workload, she rarely refuses her participation in the events organized by the Foundation. She helps with her advices in the Foundation's fundrasing activities. She participated in several official meetings with potential corporative donors to present BRAMAC fund as an example of good practice of cooperation between NGO and corporation.



IVICA MULTÁŇOVA

A WOMAN ABLE TO GIVE HER KINDNESS AWAY

The fate blew Ivica Multáňova - an economist of private company, born in the Liptov region, to the Community Foundation Liptov in a time, when the actively working Foundation fell to the stage of depression and many of people "broke the stick over". She stood up, without any doubt, for this non-profit organization and started to help it with the small steps. She was sure that without the Liptov Community Foundation, the region would be poorer and people will be deprived of all benefits, which the Foundation already has brought.

Wecansayaboutsomewomen,thattheyaresuitable"torepresentaswellastowork". It fully complies with Ivica. It is necessary to make book keeping? Ivica is able to do it. It is necessary to help someone in a remote village? Ivica sits in her car and helps. It is necessary to organize competitions, concerts, meetings? Ivica does it with pleasure. Private life of Ivica is also full of joy. She sings in the voluntary choir Tatrán Liptovský Mikuláš. She is a member of the Local Action Group Upper Liptov and works as Presbyter in the Lutheran Church Congregation in Liptovský Hrádok. Her volunteering activities are incredible, always done with the conviction about right things.

Ivica immediately came to deep understanding with Jana Mrlianová, Executive Director of the Foundation. They created the strong couple. Ivica and Jana put their heads together and new concept of beneficial event RETROPARTY was born.

It started in 2012, bringing an unusual combination of promotion of people with the multiple sclerosis disease and relax in retro-style. Ivica was inspired by a story of sick women from her own family. She could observed on own eyes how the disease "clenches its nails" and keep until people become completely confined.

"Based on organizing of RETROPARTY, the Liptov Community Foundation was able to put together the whole Liptov region. Everybody came. Those who would like to help as well as those who were in need. It doesn't mean that RETROPARTY was paid to "crying over plight". Contrariwise, it was full of joy, laugh, fun and colors, .. said Ivica about the event. Jana Mrlianová added that the Foundation would like to become an imaginary bridge connecting donors and gifted, healthy and disabled, young and adults. Both young ladies, Jana and Ivica became the main pillars of this imaginary bridge. The right women on the right place.

And when a life brings to Ivica some difficult moments? „All tasks, difficulties and obstacles brought in our life are only such ones, which we are able to manage. Our fate never bring us something what we are not able to overcome, .. she lowly says. Now, everybody could be clear, why Ivica appeared in the Liptov Community Foundation in a time in which Foundation needed help. Because nothing is insurmountable for Ivica, she is always able to find the right way to survive an active and happy life.

LUBICA LACHKÁ

WORK WITH YOUNG PEOPLE IS A WAY HOW TO SUSTAIN ACTIVE



Luba always dreamed on creative work based on communication with people. Her dreams was fulfilled. She started to work in NGO sector in 1996 as a regional director of Service Centre for the Third Sector in the Nitra region. Luba encouraged, in cooperation with other leaders of regional NGOs, the establishment of civic association the Nitra Community Initiative. This volunteering organization started to serve as incubator for new community activities and projects. Three of them – Centre for Mothers, Citizens Advice Bureau and Nitra Community Foundation have been later transformed for professional NGOs.

The Nitra Community Foundation (NCF) has been established in 1999. Its establishing process was not easy. Even though, Lubica and their friends from the Nitra Community Initiative asked for help two leaders of existing CFs, Beáta Hirt from Healthy City Community Foundation and Brano Orgonik from Trenčín Community Foundation, to present CFs work to representatives of the Nitra City. After several meetings, Nitra local municipality decided to financially support the establishment of NCF. It started with the first grant program for Nitra City supporting small community projects in 2000.

To the big advantages of this period belonged the opportunities to learn from experiences of overseas CFs. Based on recommendation of Beáta Hirt, Lubica could contact the Canadian Winnipeg Foundation which decided to take NCF under its tutoring. Its models of cooperation with different kinds of communities significantly affected NCF mission. One of the most interesting program was Youth in Philanthropy. When Rick Frosts, CEO of Winnipeg Foundation came to Slovakia for the first time, Lubica organized a meeting with representatives of Association of Community Foundations where he presented experiences with work with young people. The program was quite quickly adapted by Association and later transformed to peer principles motivated by Youth Bank. CFs created stable groups of young volunteers which realized their own grant programs for other young volunteers. Lubica became the first tutor of the volunteering group called Young Nitra Philanthropists. She continuously started to understand that program is not only on giving grants. Personal contacts built among young volunteers, quickly brought other added value.

Young people started to cooperate out of the grant program, an informal youth network has been developed. NCF started to support this networking based on regular trainings aimed at civic participation and management of NGOs. Ľubica encouraged also the international youth exchange. Experiences gained based on youth exchange with Youth Bank groups from Northern Ireland, young volunteering groups Czech Republic and later from Poland helped to move this program forward not only in NCF, but also within whole Association.

ĽUBOŠ TVRDOŇ

IT IS MORE BLESSED TO GIVE THAN TO RECEIVE

Behind every community foundation, it is possible to find a personal story. Everyone is unique. Ľuboš Tvrdoň, co - founder of Community foundation Bratislava as a man naturally sensitive to the changes in society, began after his studies to operate in the non-profit sector. It was at the time of the fall of the communist regime when opportunities to develop civic society opened up. His stay in the United States, where he could encounter activities of community foundations and their recent history, brought him a great inspiration. After his return to Bratislava he decided to apply this model in the city, in which the long tradition of donation and beneficence was artificially stopped by the social establishment.

Ľuboš contacted six important personalities of cultural, social and business life in Bratislava and motivated them to establish Community foundation also in Bratislava. His effort was fulfilled in 2000.

The Bratislava Community Foundation started to fill its mission focused on the development of philanthropy and building of good relations among citizens of the city.

He could be characterized as a „bridge builder“. He was endowed with an ability to excite people on the side of donors. His success in motivation of local donors has resulted to establishment of successful grant programs able to support hundreds of active NGOs and non-formal groups not only in Bratislava, but also in the rest of Slovakia.

Ľuboš became a „philanthropic educator“. His great ideas and nontraditional tools of fund-raising became very famous and popular (The Donor's Club, Give a Book, Be Cool and Support Your School, The Duck's Race...). In many cases, uniqueness of his attitudes persuaded the donors to help and actively participated in their execution. Positive experiences in cooperation with the Bratislava Community Foundation brought a new perspective on philanthropic activities and encouraged donor's belief that they are on the right way.

Ability of Ľuboš to share his innovative ideas and his honest joy caused that a lot of his ideas have been greatly valued and implemented in other community foundations. Even though Ľuboš left his position in the Community foundation Bratislava, his engagement in the field of philanthropic development remains. He successfully continues to apply his leadership ability in NGO sector. Good base of Community Foundation Bratislava which were built by Ľuboš enable to sustain its work and mission.

BEÁTA HIRT FIRST LADY OF EUROPEAN COMMUNITY FOUNDATIONS HELPS WORLDWIDE

Beáta Hirt is the director of the Healthy City Community Foundation and was involved into the process of starting the first community foundation in the CEE region in Banska Bystrica in 1994.

In 1995 Beata participated in 3 month fellowship in the USA to learn about community foundation's work in Flint , Michigan. She brought first ideas and knowledge about community foundation's work, and adopted this experience in Slovak conditions. Since that time she served as an adviser to many other colleagues who were interested in this field in Slovakia as well as ones from Russia, Ukraine, Poland, Baltic, Balkan, Hungary, etc. and lately in Tanzania.

One of the most important roles of the community foundation at the time of its beginning, which Beata understood to be crucial, was to develop lost sense for creating and living in a community, trust, bonding between people, mutual understanding, and self help.

Through the grant making, public discussions, round tables, personal meetings. The foundation played an important role in empowering local residents, helping

raise local leaders and supporting them personally, as well as their initiatives. Several of them grew up and have formed registered non profit organizations and are still active in the community.

The Healthy City Community Foundation and Beata as its representative, always pays attention to inclusiveness of the community. For example, in 2001 the HCCF opened as the first community foundation in Slovakia a special grantmaking program to support Roma communities and strengthen local Roma leaders, in 2004 there were special awards for the best Roma pupils. The foundation also tries to help and include people socially excluded, living in segregated communities or any type of minorities helping them to become equal members of the community. The latest example is "The human of Banska Bystrica" project, designed to show that in spite of many differences between people, everybody living in Banska Bystrica should feel safe and accepted.



PAVOL HUDÁK

Five years ago, the Bardejov Community Foundation awarded by the prize “Thistle of the town” the Jewish synagogue in Bardejov. Jožo Jarina, a leader of the CF, contacted Pavol Hudák and informed him about “the prize”. Pavol a well - known local patriot, together with his son Peter, subsequently founded a new civic association - OZ Vita in Suburbium. They started to organize local activities leading to saving the heritage of Jewish culture in Bardejov focused on awareness raising on existence of Jews in Bardejov, even though not many of representatives of this community currently live in the town. They started to explore the life of Bardejov Jewish community in the past, based on realization of small volunteering projects supported by the Bardejov CF. They made it available to new young generation, mainly to students of secondary schools of Bardejov, to lead them to the tolerance to different religions, race and culture.

Pavol also started his national and international activities to encourage the representatives of Jewish community, the native Bardejov Jews and their descendants living all over the world, to save the Synagogue as well as the surrounding Jewish Suburb. He became a mediator between the Jewish qahal in Slovakia and the Bardejov local autonomy. Thanks to his amazing activities, the Bardejov Jewish Preservation Committee was established in the USA.

Monument of holocaust, built and uncovered in the area of Suburb in June 2014, became the main result of this cooperation. In the same year, Pavol also gained financial support from Norwegian financial mechanism to renew one of the most important Suburb buildings.

A fruitful cooperation between Vita in Suburbium and Bardejov CF was appreciated even by the American Bardejov Jewish Preservation Committee. A gift donated by the Head of Committee to CF became a “base stone” of funding of new Jewish Fund at the Bardejov CF. Its establishment is prepared within these days.

All founders expect that this Fund will significantly help to promote the activities of Bardejov CF not only in their town but also a in whole Slovakia and increase sensitivity of Bardejov community to human rights and develop some knowledge and skills how to protect them and avoid their abusing.

DRAHOSLAVA FINKOVA LEADER OPERATING IN THE REGION OF WINE

Initiated by the City Council of Pezinok and the local Businessmen Club, REVIA – Smallcarpathian Community Foundation was created to help the communities in the region transform themselves into an active participation of inhabitants. Leading the foundation for 16 years now, Drahostlava (Dada) Finková has been shaping REVIA into a recognized and trusted organization, actively linking and uniting various parts of the community to help address common issues. Trusting and being trustful, listening with the open heart and helping those in need to be heard, working together for the common good – this is Dada’s personal manifesto and these are what also makes REVIA distinct.

Dada Finková and REVIA is a connection which works. It is hard to imagine one without the other. Dada has shaped REVIA into what it is now and REVIA moves her forward to ever new goals and dreams. Dada is energetic, active, persistent and always able to restart herself for the work “in” and “for” the community. Multifunction is Dada’s second name – at work, at home, with healthy lifestyle, connection with nature. She infuses energy where it is needed.

She likes to take challenges. She likes to get excited about a good idea adding her own thoughts, fresh views, and new ideas to develop it further. Dada has got a vast experience with what makes up the community – the people and their needs and problems, and the nature of locals, be it businessmen, local governments, or community authorities. Effectively connecting these components so that the synergistic effect is achieved is the fine art she has mastered.

Easy as it may seem at first sight, everybody who knows Dada understands that it is a result of very hard work. One can easily get the feeling that things happen on their own, but that is in fact the work done behind the scenes. Listening and appreciating the opponent's opinion yet asserting her own one, if that is what she believes in. Unconventional in problem solving she likes changes, questioning traditional ways of doing things. Fairness, sportsmanship, responsibility, keeping promises and agreements is the standard kept highly in her own deeds and required from others as well.

Today's economic downturn is not a generous environment for foundations like REVIA, which is amplified by vast variety of choices for people to invest money. Some might have given up, but Dada still believes that even a small foundation is able to help fulfilling small or big dreams of people from the region, able to develop those usual-unusual things, which make difference in our lives. She wouldn't say no to any applicant. If they need help with a grant application, REVIA is the place to go and Dada will try and help them find the right ways. She appreciates the importance of big projects (e.g. major local festivals like CIBULÁK) but things relevant for minor communities, too (e.g. support of psychiatric patients, seniors, kindergarteners). For that, Dada would keep explaining the importance of even a small piece of help to attract a new donor's support. That was the case for one of the latest of REVIA's projects, Academy of Skill and Experience, linking two generations – seniors and teenagers, who are surprisingly on the edge of society's interest. Generations, which would not even think of trying to find a way of mutual communication, activities, entertainment, understanding. Academies quickly became equally popular among the seniors

and the teenagers as they allow both groups to learn from each other and feel needed to enable the others to learn. Computers and internet is something the elderly would learn from the young ones, doing useful things like baking or sewing or knitting is the exchange in return. Dancing, singing, entertaining is where everybody is equal if you let yourself devote to it.

To create all of this is not possible without knowing what is important and without the ability to inspire others to be part of that creation. Believing that even a tiniest piece can make a difference and grow to a bigger help or change, believing that everything we do for the others will once get us a reward. This is at the heart of REVIA-Dada connection.



**SOCIAL
CHANGE**

CLEAN BARDEJOV PROGRAM

HOW THISTLES HELP TO ATTRACT THE CITY OF BARDEJOV

Jožo Jarina, an enthusiastic community leader and municipal representative “in one” is one of the founders of the Bardejov Community Foundation. He had a vision to encourage city residents to active approach to the Bardejov City and its environment. He has believed that municipality has to work close to inhabitants and was convinced that active people who feel support in changing things to better don't need big finances for realization of their dreams.

When City of Bardejov started to prepare its plan for economic and social development in 2004, Jozo was one of the first persons from community who was invited to cooperate in. City representatives did not have very much experience with establishment of this kind of policy. Preparing of document was not easy process, its implementation asked for a community expertise. Jozo as representative of the Bardejov Community Foundation has identified how small grants can contribute to the policy implementation and convinced the city representatives to finance the grant program focused on improvement of city environment. Except of giving grants, Jozo proposed to enlarge the program with the second level - a competition on the most beautiful surroundings among residential houses, housing estates as well as public/commercial areas. Members of the CF Board together with municipal representatives and active volunteers started to award winners in all these 3 categories every year.

Local media immediately responded. They started actively participate in dissemination of information on competition. Talk shows with different stakeholders (representatives of city, community foundation as well as winners of competition) became a popular part of local TV broadcasting. Interviews and articles focused on improvement of city environment have found their regular space in local newspapers.

After the third year of cooperation, the owner of local newspaper, Miron Kantuľak, came up with the idea to “switch” the attitude to the topic of Bardejov environment. He offered a tool by which inhabitants could identify the “most ugly” places in their city to award them by “prestigious” award symbolized by “thistles”. People started to send pictures of ugly places to Community Foundation. Sideshow was presented on its web. Young people from two secondary schools started to vote and decide on the most ugly city parts every year. Winners of “thistles award” became persons or institutions responsible for the most ugly places. The unexpected impact of „thistle awards” caused a rapid transformation of awarded objects. “Thistle awards” caused that “ugly ducks” turned into “beautiful swans” in a relatively short time. The first winner, awarded by the city “thistle” was one of the most important stakeholder of Clean Bardejov program - the Mayor of the city Boris Hanuščak, who gained award because of the destroyed fountain in the central city park. Immediately after receiving of award, he gave a public promise to find financial resources necessary for the fountain renovation. He kept his word. After three years, one of the most scary places of city changed to the most attractive area, where all age categories of residents as well as city visitors love to spend their leisure time. (see photo and a short video clip: <https://www.youtube.com/watch?v=J9K4KwIVmVmk>).

The Bardejov Community Foundation was established in 2002. Its mission is to motivate people to solve common local issues, to convince Bardejov citizens that they have the power to address the issues in their community. The Foundation strives to achieve these goals by providing small financial grants to support local initiatives as well as technical and advisory services.

Since 2005, the Bardejov Community Foundation cooperates with the City of Bardejov and the Bardejov TV in the Clean Bardejov Program. The program motivates city inhabitants to care on their town environment. It is realized under 3 main lines– regular grant calls motivating inhabitants to improve environment in their city, every year competition in which the public awards are assigned to civics who actively treat the city appearance and enhance its beauty as well as under line of public identification of the most destroyed city places. The “thistle awards ” brought many positive results – reconstruction of existing city mall, renovation of historical Jewish suburb, repairing of the facade of the railway station including regular maintenance of its surroundings... .

Within the Clean Bardejov program, 55 projects were supported by small grants in sum of more than 18 000 €. More than 500 volunteers actively participated in their realization. 93 inhabitants caring on beauty of their city on volunteering base were awarded. The program has brought important benefits for all – it created a platform of regular communication and cooperation among representatives of the Bardejov City, Bardejov Community Foundation and citizens.

CITY BANK GRANT PROGRAM THE “BIG” AND THE “SMALL” SUCCESSFULLY COOPERATE

When Lubos Tvrdon, a “trigger” and co - founder of the Bratislava Community Foundation visited the first time a City Bank, he was not successful. He asked for matching finances to establish endowment. But Lubos was not a person who gives up easily. He started to think on benefits which could expect corporation from NGO. He visited the Bank again and presented them examples of in - kinds cooperation which the Foundation has already developed with other corporative donors. CitiBank offered him to establish the Foundation’s account in the Bank. Lubos agreed. He started to continuously inform the representatives of corporation on activities and programs realized by the Foundation. Suddenly, one day, director of CitiBank asked Luboš to establish CitiBank Fund at the Foundation.

Within 14 years of existence of this close and very enjoyable partnership, a big amount of various community projects, realized by large scale of active people within whole Slovakia, have been supported. Thanks of mutual understanding of both institution in philanthropic field, many positive changes have been achieved in the community based on special and carefully set up programs. One of the most important outcomes of the cooperation was reached in attitude of people to own community - people started to care much more on place where they live. Proof of this are hundreds of realized activities bringing satisfaction to all - donors, grantees and whole community.

Step by step, the several grant programs have been realized able to support plenty of good ideas of enthusiastic people.

Program „Be Cool and Support Your School” brought a simple model of cooperation based on matching, in which the most active schools were rewarded for individually gained gifts. 58 educational projects could be thus supported with more than 63 002 €. Also small grants program helped with support of 215 000 € to realize 389 of large scale community and educative activities. 14 school libraries, supported by a sum of 45 093 €, have been transformed into Educative and Communication centres . They became places enabling an interactive education, seminars, discussions, parent and alumni meetings and various free time activities for people from school and surrounding area.

Realization of the above mentioned programs became a natural part of policy of social responsibility of the Bank. It contributes not only with regular donations, but also based on volunteering contribution of its employees. They actively participate on supported activities by different ways. All activities of employees resulted to the special grant program called „We help, where we operate”. Program offers them a space to support NGOs and schools with their volunteering work as well as to donate a direct financial gift or to recommend a particular community project for grant. Since 2010, 46 of employees have been involved in the program, supporting 46 of unique activities. All realized projects brought moments full of people’s effort, hope, joy and thankfulness.



YOUNG PHILANTHROPISTS THE NEXT GENERATION

Young people belonged always to the most important target groups of the programs realized by CFs in Slovakia. As a first one, the Youth Advisory Committee (YAC) in Healthy City Community Foundation was established and operated in 1996-2001. Its establishment was inspired by YACs run by the Council of Michigan Foundations, USA. Beáta Hirt, director of Healthy City Community Foundation visited Michigan and she implemented this model in the first Slovak community foundation in 1996. This program was based on young volunteers as a youth grantmaking body of a community foundation and run until 2001.

When Rick Frost, CEO of the Winnipeg Foundation came into Slovakia to meet representatives of Slovak Community Foundations, all members of the Slovak CFs Association were impressed with his enthusiastic presentation concerning Youth in Philanthropy program. Canadian experiences were transferred into the program Young Nitra Philanthropists realized by the Nitra Community Foundation in 2003-2004. Base for the team was made up from local youth Rotaract Club group that were trained and supported local youth projects. The name was used later on for the national program for youth engagement.

Three representatives from Slovakia participated in YouthBank training in February 2004 in Belfast, Northern Ireland which was organized by the Community Philanthropy Initiative of the European Foundation Center. YouthBank-based programs were started by community foundations all over Slovakia. They decided that a national program would be created. Called Mladí filantropi (Young

Philanthropists), it would follow the YouthBank principles and every group could choose its own name. A national corporate foundation called Nadácia SPP supported the programs' administration, publicity, training of volunteers and grant-making for 9 years. Thanks to their resources, by 2013, eight YouthBanks in Slovakia were in operation, backed up by seven community foundations all following the YouthBank model. Members of the association agreed on the basic standards for running the YouthBank groups. This was needed because it turned out that every foundation had different capabilities to run the program. Each group of young people was different according to the opportunities and needs of their community and needed different levels of the training.

Main goals of the program were to develop youth volunteering and philanthropy, motivate young people to actively participate in the community life and getting involved in solving burning issues and last but not least support diverse talents and creative ideas of young people. Target group were young volunteers aged between 15 and 30 that they themselves managed their call for proposals and supported projects of their peers. They met their grantees in person and built important non formal networks of youth communities in their area. This program is built for young people with young people and it helps them to respect diversity, understand and accept others and mainly build the tradition of youth philanthropy and volunteering in their generation.

The program brought two main benefits:

- Financial support of youth led projects that motivate young people to volunteer, participate and get new skills in project management and implementation of their ideas.
- Personal and professional development of young volunteers/ team members that get formal and non-formal education on team cooperation, project and program management, organizational skills.



Young Philanthropists was the first national youth grantmaking program in Slovakia that was managed by youth and supported youth led community projects. It inspired other foundations and institutions to run similar programs and see the youth as a partner. From 2004 till 2013 there were 626 involved and educated volunteers, 703 supported projects in amount of 159 124€ euro. But the effect of the program is much bigger and hard to put in numbers. A lot of young leaders grown up from the teams and became active citizens.

PLAY & RELAX PARK IN MODRA

PARK CONNECTING THE COMMUNITY

Every day, we take the same road that brings us to repeating the experience of yesterday. We wait for someone to change this, to change us and then, we are able to change what surrounds us.

For several years, mothers with their kids had been meeting in Modra, Slovakia at ruined playgrounds, where nails were sticking out of monkey bars, slides and swings broken, sandboxes used for walking dogs and benches gone for good. Few of the families had been trying to alarm the mayor, the rest just complaining, yet there had been a change coming no one actually noticed. An American - Slovak family had fallen in love with this cute little town embraced by vineyards so they wanted to make Modra a better place for living. The Sielings family had decided to give Modra a gift – a new wooden playground bars. This gift counted twice, since it sparked an idea to renew the playground, but it also changed the way of peoples' thinking. Young families with kids stopped complaining and waiting for somebody to change things. They started changing things themselves and thus the revitalization of the playground started. A random event gave them a hint on how to do it. At a meeting with the mayor of Modra, they learned about REVIA, the community foundation with vast experience in raising funds and in helping people use their creativity and skills for the good of their own and of the community.

Addressed by the representatives of the parental group, REVIA assumed leadership in this project. This not only meant rebuilding the playground itself but

required joining different parts of the community as well. REVIA linked the city council, volunteers, parental centers, the catholic parish, local schools and businessmen, and also different professionals. Together, a new concept of a Play & Relax Park (P&RP) was developed. It was the concept of a multifunctional park, where everyone can find their place, be it parents with their children, youth or seniors, too. With the help of REVIA experience, the volunteers adopted a structured approach to managing the project activities - a managing council was created. It coordinated the rebuilding project itself and several related activities, like project promotion and PR (creating project logo and webpage, promotion on social networks and in local media), designer consultations, addressing local businesses etc. For the whole time, REVIA was not only managing the project financially but was supporting the fund-raising activities (e.g. applying for different grant schemes, organizing charitable collections or SMS giving), and also educating the participants so that in the later parts of the project, volunteers were able and willing to apply for grant schemes by themselves. Eventually, after 4 years and 15 thousand volunteering hours spent at rebuilding and fund-raising, the official ownership of the park was transferred to the City of Modra. The transfer included a variety of new playing equipment, material costs totaling to 23 000 Euros. However, the value of this project is much higher. Volunteering work, community active participation, joining different parties for fighting for the same goal, motivation of other volunteers, other generations is priceless. The awareness of Modra inhabitants was strengthened. Now, many of them know, that it is possible to make a change; it is possible to feel happy about a result, which is for the good of their own and of the community. The project has become an inspiration for other towns and villages around Modra and it has stimulated theirs inhabitants to start volunteering, to start making a change.

And, the project changed itself, too. It has turned into a broader community program with approximately 50 active members (this number still growing). Every year, volunteers of P&RP project participate in a city council coordinated activity – Spring Cleaning. They also meet traditionally at the playground on the last day of the year. Last year, they decorated a big Christmas tree illuminating whole park.

In 2011, REVIA nominated this project for the “Volunteering project of the year” award and also nominated the main architect for the “Volunteer of the year” award. The project won the highest award – „Volunteering project of the year 2011 in Bratislava region“. In an online vote, the project won this award again in 2012.

We met our goal thanks to mutual help and cooperation. Individual volunteers, businessmen, the city of Modra, the parish of Modra have found an enthusiasm to complete a common task. We would not have come to the finish line, if we had stayed home alone just complaining. The project – Play & Relax Park is a practical example, that our activities are meaningful. Our story might become your story, too!

FOLKLORE „THE LIVING BEAUTY – TRADITIONAL DRESS IS SEXY“

One of the most significant value of Breclav and Hodonin area is live folklore. The Czech Republic supports this in many projects and spends a great deal of money. There are so many activities supported from public resources. It may be one of the reasons why it actually decrease the quality of really attractive special and necessary folklore projects. In the SMCF there is no real folklore expert, on the other hand we are experts when it comes to working with resources. And this is how we see folklore as well. It is why we are successful in making a profit from folklore projects financially as well as non financially.

Folklorists are typically a group of people who are very conservative in their way of thinking. Thanks to that we can still appreciate these living traditions, which have not only withstood global influence but also two totalitarian regimes. There is no doubt about who to give the credit for this. However, what folklorists miss is the ability to see folklore from a distance, in modern ways, and react to new challenges and trends.

One of these dying traditions without any option to rescue it is the dressing in traditional costume as casual clothes. First, we searched for a photographer who was already interested in capturing the beauty of traditional dress, but we never found a photographer so we've decided to start to do it ourselves. To present this, we chose to create a calendar with photographs of old ladies in traditional costumes. Despite the incomprehension at the beginning, in time we started to get greater support and understanding. I am pleased to say that interest in traditional dress is still alive not only in our small region, but all over the Czech Republic. The calendar helped to raise money, but more significantly helped to raise public awareness. The calendar, called The Living Beauty, showed that folklore is topic for us and we should be devoted to it more intensively. For the following year it was necessary find folklore topic that would be equally attractive.

The topic became „traditional dress is sexy“. We decided to photograph young men wearing traditional costumes. The photographs are quite controversial, but this has people talking about folklore. The controversy has awakened some emotions in people. Public interest showed the need to talk about the future of folklore in modern times.

TV documentary Grannies ctv2 2015

Circa 30 articles in media in print regional and national media

Calendar Swains – 1500 pcs, price per piece 500CZK, profit 150 000CZK

Tv documentary Vano shoots Swains CTV2 2014

Report in regional news

Report in Art

It's no secret that there isn't a folklore expert in our foundation; we are only value experts and we can manage projects and fundraising. We proved to the region that folklore is connected to the region and that we can promote it in a way like nobody else can. We proved that our folklore is a commodity that we are going to see in the future as a resource for development. We will seriously think about looking for other ways and options to utilize folklore to develop tourism, hospitality, wine making, and fashion design.

More information:

[http://tn.nova.cz/clanek/zpravy/tv-archiv/vikend/](http://tn.nova.cz/clanek/zpravy/tv-archiv/vikend/vikend-jake-je-to-stat-se-v-sedmdesati-modelkou.html)

[vikend-jake-je-to-stat-se-v-sedmdesati-modelkou.html](http://www.ceskatelevize.cz/ivysilani/1102732990-folklorelorika/314294340030010-vano-foti-sohaje)

[http://www.ceskatelevize.cz/ivysilani/](http://www.ceskatelevize.cz/ivysilani/1102732990-folklorelorika/314294340030010-vano-foti-sohaje)

[1102732990-folklorelorika/314294340030010-vano-foti-sohaje](http://www.ceskatelevize.cz/ivysilani/1102732990-folklorelorika/314294340030010-vano-foti-sohaje)

[http://www.ceskatelevize.cz/porady/](http://www.ceskatelevize.cz/porady/1097944695-nas-venkov/315294340070002-babicky/video/)

[1097944695-nas-venkov/315294340070002-babicky/video/](http://www.ceskatelevize.cz/porady/1097944695-nas-venkov/315294340070002-babicky/video/)

ONE HUNDRED PROBLEMS – ONE HUNDRED OPPORTUNITIES FOR THE ÚSTÍ NAD LABEM REGION

“What does your foundation support? Why this and not something else? For many years, we have had a hard time answering these questions when asked by donors, for we could not base our statements in any substantial analysis. Thanks to being present in the region and thanks to our grant-making, we had an intuitive idea about needs and opportunities in local communities, but for years we troubled our minds with how to start to systematically identify and assess issues and assets in our community,” says Jiří Exner, Supervisory Board Chair of the Ústí Community Foundation.

We were aware of several great examples of community needs assessment tools, such as the Canadian model Vital Signs, but unfortunately none were directly applicable in our circumstances. This is why we decided to go our own way, and in the course of one year we went through the entire process of community needs assessment using only our staff and several external experts as volunteers.

The method to assess community needs we chose, which we identified as being best suited for our needs, was a series of structured interviews based on Root Cause Analysis and the Theory of Change methodologies which are employed in the US and the UK in the philanthropic world primarily in donor communications.

We conducted 60 minute interviews with about 100 community leaders in areas served by our foundation. We identified what they are personally most unsatisfied with in their surroundings, what they most care about, why and what can be done about it.

During the survey, we emphasized a personal point of view of each respondent in order to gain quality insight into local priorities as experienced by local people, not by institutions, which is the usual viewpoint when formulating strategic and other development documents. Our aim was to capture civil society's point of view and – in doing so – to contribute our share to forming the role of private sector in public space.

In view of the amount of time and energy we invested into the community needs assessment process, we did not want to keep the outcomes – i.e. what people see as the most burning issues in our region – to only ourselves. Assessment outcomes have been re-drafted and re-designed for the media, for our current donors and our prospects, but also for the local government representatives and the expert public. This is so that as many people as possible can analyze what issues were most pressing for the 100 community leaders interviewed.

Assessment outcomes clearly presented to the public how our foundation approaches the identified issues, additionally collecting and publicizing authentic examples of activities which would contribute to solving the identified issues and problems. We made sure to leave space open to thinking about how the public would want to address the individual issues identified.

Carrying out this community needs assessment – which we entitled “One Hundred Problems – One Hundred Opportunities for Ústí nad Labem Region” – identified most urgent issues which affect our community (7 priority areas), while at the same time designing a brand new framework for our grant-making with a formulated vision: “Flourishing Community of People’s Fellowship and Long-term Sustainability.”

Involving a wide array of community stakeholders (from current donors and trustees, to local leaders, the media and so forth) into the assessment process made them more engaged in the community and more attracted to our foundation, thereby strengthening our pool of volunteers.

And when anybody asks us today: “What is it exactly that your foundation supports?”, we are able to provide an adequate response, along with the evidence of local priorities our foundation has been striving to help address, including specific examples of positive change the foundation has help to achieve so far.

Note: the entire needs assessment process was carried out with support from the CEE Trust and the C.S. Mott Foundation within the V4 Community Foundation Maturity Program.

Short summary of priority areas identified through the Ústí nad Labem community needs assessment 2012:

Relationship to the community, patriotism, keeping young people in the region, back to values, morals, decency and responsibility, bringing town to life, support civic engagement, building relationships between people and neighbors, support to healthy development and future active life of young people, involvement in public affairs and dialogue in public space.

Link to the outcomes from the community needs assessment on the Ústí Community Foundation website: <http://komunitninaface.cz/programy-a-projekty/stovka-problemu-stovka-prilezitosti/>

“WE HAVE PROVED IT IS POSSIBLE” - ESTABLISHING FERENCVAROS COMMUNITY FOUNDATION

Everybody thought it is impossible, but they did it; the Ferencváros Community Foundation was founded amid unfriendly circumstances, without any external financial support, but now it works effectively. Now the organization is recognized as one of the basic elements in a national movement of community foundations.

“We conducted interviews with many of people about the lack of community foundations in Hungary, especially in Ferencváros. “Everyone told us that it would be very nice to create one, but the deep political fragmentation, the lack of a culture of charity and donors, and mistrust between people and organizations make it feel pointless”, said Gabriella Benedek, the chairwoman of Ferencváros Community Foundation (FCF). “So we took a serious professional and personal risk with my colleagues, Edit Kovács and Tamás Scaurszki, and we decided to establish a community foundation. At least it became clear why it was not possible to implement the concept in Hungary”, continues Gabriella.

The biggest influence of FCF on our district is simply its existence. Everybody can see that it is possible to build a community foundation, and many people follow our work or count on our support.

We built an organization that engages the community, demonstrates how philanthropy works, and builds trust with citizens.

FCF is proud that it could develop local philanthropy, improve civil activism and strengthen volunteerism in the 9th district of Budapest. The main success of the foundation are the two calls for proposals that it has managed.

The first was made by the foundation’s Children Fund. Its aim was to support projects that inspire talented children of the district to make their life better. Four projects were selected, one of them activated local disadvantaged youth people through football and slam poetry, another one helped poor family’s children to spend the summer vacation with local cultural activity. The second call for proposal’s aim was to make real community places from publicly owned lands in the district. One of the winners built a mobile mother ship in a well known place, where mothers and their children can spend unique time together. Another winner planted vegetable gardens amid blocks of flats, because they wanted to grow their own, fresh vegetables and spices.

At the end of 2011, the endowment of FCF was 330 Euros, and by 2014 it had increased to 2240 Euros. The incomes of the foundation from inside the district was 4357 euros in 2012, and was 12 657 in 2014. The incomes from outside the district grew from 330 euros to 8513 euros in these years. In 2012, FCF made grants in the sum of 1100 Euros, and in 2014, 3093 Euros.

The establishment and the work of FCF proves that a lot of progressive, community-development concepts can be implemented in Hungary. The story of FCF was a clear inspiration to launch a national program for building community foundations, and we hope this is the beginning of a real movement in Hungary as well.

A PHILANTHROPIC PATRON SAINT, AND HOW SHE BUILT COMMUNITY IDENTITY

Dorota Komornicka, the CEO of Snow Mountain Community Foundation, is a remarkable woman. She is never bored, and always able to come up with something new that her community foundation, family, and friends can take part in. Her community needed inspiration to build a sense of identity, to unite the community, and so that inspiration was found in a figure of the past: Princess Marianna Orańska.

Marianna was born in Berlin in 1810 to William I Oranski and Wilhelmina Frederica von Hohenzollern. There place of residence was chosen to be Kamieniec Zabkowicki, where a magnificent castle was built. Marianna was a wealthy woman, entrepreneurial, socially sensitive and independent. She supported the development of industry, she built roads, churches, orphanages, and even launched a glassworks factory that still operates today. She created countless jobs and supported the local community. She had a real impact on life and culture of the region.

The legacy of Marianna inspired Dorota Komornicka to act. Dorota used the occasion of the 200th birthday of Marianna Orańska to remind residents of Lower Silesia of the economic, cultural, and philanthropic achievements of the princess. This celebration triggered an avalanche of activities. It was important to both the Princess and Dorota that the citizens of the region have pride for where they live. Princess Marianna was served as a role model

and motivation for positive local development. People were inspired to take action, and in this way Dorota Komornicka and the Snow Mountain Community Foundation had achieved it's goal.

This is how it was done. The first step was to do a bit of historical research to find out if Princess Marianna was actually cracked up to the way she was remembered, and if she would be a worthwhile person to celebrate. After many conversations, meetings, and discussions, it was agreed upon that the topic would be a very good one to develop.



The CF needed to plant this idea like a seed in the minds of local authorities. Snow Mountain Community Foundation applied to establish 2010 as the year of commemoration of Marianna in four municipalities in which the CF operated. This in turn led to planning and action by the Bystrzyca Kłodzka, Międzylesie, Stronie Śląskie, Lądek-Zdrój. In each municipality different institutions, schools, cultural centers, and NGOs competed with each other to generate ideas and implement project that were thematically related to the activities of Marianna Orańska. Year 2010 was also recognized by the Regional Parliament of Lower Silesia as a commemoration of Marianna Orańska. This officially established 2010 as the Year of Marianna.

A flurry of activity was set into motion. Snow Mountain Community Foundation created Marianna's dedicated perpetual fund, and fund raising commenced. SMCF acquired a large grant to implement partnership activities with the Polish-American Freedom Foundation. Snow Mountain Community Foundation supported grant-giving activities. Many publications were produced, exhibits were held, as well as special events to honor Marianna Orańska. Dorota Komornicka received a special on behalf of SMCF: Distinguished person for the City and Gmina of Międzylesie. A commemorative coin was minted. A scenic nature trail was created in Marianna's name. Krzysztof Mazurski wrote "Love and dramas Princess Marianna". In the end, a whole calendar of events were planned ranging from organized picnics to theater performances.

In their own regions, each CF should fulfill the role of philanthropic educator. The CFs should be able to convince partners to take action. Snow Mountain CF and Dorota Komornicka achieved this. The dedicated perpetual fund will continue on as a living memorial to Marianna, and the community foundation acquired a philanthropic patron saint.



COMMUNITY FOUNDATION AS A CATALYST AND PARTNERSHIP ORGANIZATION

A community foundation may act as a catalyst of change in civil society in a local community. The community foundation can initiate plans, inspire volunteers, and actively take part in projects and partnerships that are aimed at improving the quality of life in a community.

Irena Gadaj is one of the founders of the Bitgoraj Community Foundation and the current President of the Board. She is also a member of the Board of Polish Federation of Community Foundations, and an Ambassador of the Transatlantic Community Foundation Network. Irena was born and raised in Bitgoraj. She has dedicated her life to the Bitgoraj community. Since 1992, she has been actively taking part in creating and developing NGOs. She has served as the CEO of the Bitgoraj Regional Development Agency since 1994. This agency supports economic development in the region, and provides services to people and new businesses. Irena has been an Initiator of Bitgoraj Social Entrepreneurship since 2007.

Irena Gadaj manages people, organizations and projects, cooperates with NGOs, local governments and business organizations in Poland and abroad. For her activities she was awarded the National Education Medal 2009, for input in the development of scholarships in Poland and Officer's Cross of the Order of Polonia Restituta.



The Bitgoraj Community Foundation was established in 1999. The initial endowment of the Foundation was 156,000 PLN, a third of which was financed by members of the community, another third by local businesses, and the final part by the City of Bitgoraj and Zwierzyniec Commune. Foundation activities cover Bitgoraj County and Zwierzyniec Commune, which are rural and industrial areas in the south-eastern part of Poland. The most significant regional problems are: low income, unemployment, and lack of development. Young, well-educated people tend to leave the region in order to find work.

The Bitograj Community Foundation has built an endowment of over 1 million PLN. The annual budget is approximately 300,000 to 400,000 PLN. The main activities are:

- Providing the scholarships within Bitograj Scholarship Fund (approx. 850 scholarships totaling over 1 million PLN since 2000),
- Conducting grantmaking programs and supporting local NGOs (approx. 350 projects were supported for the amount of over 800,000 PLN),
- Managing donor and memorial funds (28 funds totaling over 150,000 PLN),
- Managing charity competitions and grantmaking programs (Foundation manages the grant program of the MODEL company, 2 editions so far),
- Re-granting public money within Civic Initiatives Fund „Lublin Region Locally”, which are micro-grants for young NGOs and grassroots campaigns in Lublin Voivodeship,
- Implementing partnership operational projects which develop the Bitograj Community Foundation or other local NGOs.

The main sources of finance are: donations from individuals and companies (20%), support from local government based on the re-granting mechanisms (5%), 1% tax appropriations (25%), donations from big NGOs (30%), income from endowments (20%).

Bitograj faces two problems. First, it is not considered an attractive place; there are hardly any open and friendly spaces for inhabitants and visitors. The second problem is that NGOs in the region are weak and “not visible” to the communities they are suppose to represent. They are not conducting joint projects.



The Bitgoraj Community Foundation initiated a discussion about joint projects, communication with the community, and common good. The open discussion with several local partners resulted in a common project of creating public space called SOWA. The project would focus on creating an open place in the city center, a Solidarity Park, where the NGOs, grassroots initiatives and local institutions may present their activities, do fund-raising, and communicate with local inhabitants. The project illustrates the main Bitgoraj CF values:

S – solidarity, O – openness, W – freedom (*wolność* in Polish), A – activism.

BCF took the role of catalyst and coordinator of the partnership activities. The partners were carefully chosen from the NGOs, local governments, corporations, schools, libraries, and local media. The partnership received a grant from the Polish-American Freedom Foundation. The City of Bitgoraj reconstructed the space and the nearby streets. Fund-raising activities were conducted. All the activities resulted in creating the SOWA Space, a beautiful, comfortable, well equipped and friendly park, that is available to everyone. Public events and local actions can be held here. The project spanned 3 years, from 2012 to 2014. The estimated cost was 750,000 PLN.

Summary

The SOWA project that Bitgoraj Community Foundation and Irena Gadaj undertook was of a size and scope that hadn't been achieved before in the region. The Bitgoraj Community Foundation demonstrated it was a great initiator and catalyst of regional change. The project led to the establishment of stable partnerships that were able to implement excellent and useful projects. The greatest benefit was gained by the community itself, which now has a great place to meet and participate in several activities organized in SOWA. Irena Gadaj said, „The Project of SOWA Space which was implemented by the Bitgoraj Community Foundation perfectly illustrates the role of the initiator of change that should be fulfilled by community foundations. It is important that the activities are undertaken in the right moment, that they address real problems, are well prepared

and thought through. If the community foundation wants to influence the quality of life it has to learn how to acquire partners, initiate common projects and play the role of the catalyst for positive changes. It is not easy, but it's worth it.”

PURSUE YOUR DREAMS THROUGH A SCHOLARSHIP FUND! – SCHOLARSHIP FUND ACTIVITIES OF COMMUNITY FOUNDATIONS IN POLAND

Polish Community Foundations have played a large role in the development of the system of scholarships in Poland. Community foundations across Poland cooperate with private donors, businesses, and local governments in order to raise funds for various scholarship programs. Some of the unique characteristics of Polish community foundations are: initiating the formation of various scholarship funds, supporting fundraising activities, organizing scholarship competitions, and supporting donors. Polish community foundations also have strong cooperation and joint promotion of programs between various NGOs.

One such organization is the NIDA Foundation and Barbara Margol. Barbara currently manages the Nidzica Community Community Foundation, and works with NIDA and the Polish-American Freedom Foundation's Teaching Program. Her journey with scholarship funds began in 1997, when she became involved in the creation of NIDA with her husband. Barbara used her knowledge of the American scholarship system and adapted it to Polish needs and possibilities. She put this knowledge into practice, and later shared her experiences with other community foundations in Poland. Nidzica CF now supports three scholarship programs:

- Youth Entrepreneurship Academy for graduates of middle and high schools.
- Scholarship Program of Brian Laviolette - addressed to students daily. Preferred fields of study include economics, computer science, medicine, technical studies.
- Bridging scholarship program addressed to first-year students, graduates of local high schools.

Over the past 15 years of operations, the Nidzica scholarship funds have donated over 1.6 million PLN to students. Currently, Nidzica Local Foundation grants between 30 and 40 scholarships annually.

More information: www.funduszlokalny.nidzica.pl



Bitgoraj Community Foundation also operates an interesting scholarship program. Started in 2000, the Bitgoraj Scholarship Fund operates as a separate endowment fund of the BCF, and it perfectly compliments their scholarship grant program called, "Model Your Dreams." The program is funded by Swiss packaging company MODEL. In this program, aspiring scholars do not need to have high marks in their studies, but instead they must have a burning passion to pursue and achieve a dream. Among previous winners of the competition were: a hairdressing student that was raised in an orphanage, a young chef dreaming of culinary school, a high school student fascinated by painting, an aspiring photographer of wild animals, and a student in tailoring school dreaming of becoming a fashion designer. Successful candidates receive grants for the purchase of items to further their dreams such as paint supplies, sewing machines, and hairdressing kits. In the past 15 years of operation, the BSF has awarded 865 scholarships exceeding 1.2 million PLN. This scholarship program really does allow students to pursue their dreams!

Perhaps the most interesting example of a scholarship fund comes from Żywiec Development Foundation. This organization has taken a new and exciting approach to raising funds for scholarships. Gabriela Gibas – Pusturi and the Foundation saw there was a need in the community for a scholarship fund, so that talented people of all ages could develop their passions. The problem was raising money to support a scholarship fund. They saw a unique opportunity.

Żywiec is a region know for it's bread rolls. The Żywiec Development Foundation decided to partner with a local bakery to create a campaign called, "Bread rolls with passion." The idea is simple: You buy it! You eat it! You support a good cause! The bakery would bake and sell bread rolls, and the proceeds would go directly to the scholarship fund. The program was called "Bread rolls with passion" because everyday people buy bread, and everyday we are able to develop our passions. The program was a great success.

The reasons for starting a scholarship fund are simple. First, it is a good tool to create social change in the community, and to make the community aware of an organization's work. Second, it is quite easy to find a method to raise funds for scholarships. Most people would be interesting in donating their resources to such an endeavor. Lastly and most importantly, all societies should help to develop and inspire young people. The youth are the future, and if we can help them to develop their passions and education, they will be better citizens in the future.



KNOWLEDGE

USING LOCAL FOLKLORE A FUNDRAISING TOOL

[The Southmoravia Community Foundation](#), the Czech Republic

Key words: local tradition, folklore, fundraising.

Tradition and local conservationists blended with progressive fund-raising – this is possible and very effective – see the Czech example from South Moravia.

NEEDS

- There were no attractive folklore projects
- Conservative approach towards community presented by folklorists
- Saving tradition, folklore costumes
- Never ending story about a lack of the funds in the community foundation

ACTIONS

The CF wanted to continue the campaign from the previous year when it was preparing a calendar with elderly women in the traditional costume called „The Leaving Beauty”. The beauty (not obvious but undeniable) of the photos, taken by a professional photographer, and the success of the calendar, was proof for the Foundation that it had made the correct decision for their PR and fund-raising strategy.

This time, in order to save the tradition, and at the same time to adjust its perception to modern world, the organization focused on the traditional costume clothes by presenting it in a more controversial way via the following steps:

1. finding a well-known photographer (Robert Vano) for free and persuading him to take nontraditional photos (young, beautiful men in the traditional costume underlying its beauty and sexuality) for the Foundation calendar „Calendar Swans”,
2. preparing a PR campaign starting with the photo shoot, not avoiding controversial topics,
3. not being afraid of of the attention brought to the campaign - even the opposite – using the opportunity to talk about folklore and showing it through art, being active in media, not only local, and open for the discussion on the topic,
4. using not the scientific language of the ethnographers or historians, but the sensual language of art and photography
5. selling the Calendar and collecting money for the Foundation community projects.

RESULTS

- the funds were raised
- the traditional costume topic became attractive
- the Foundation gained enormous attention (half an hour program in national public TV, other media coverage – local and national)
- the South Moravia area, well known from the tradition gained new promotional product.

What do you need to implement it

What makes this project different is not the topic – promoting tradition is quite common – but the controversial approach; not avoiding controversial art. It takes some courage to go this way and it may be risky, too, but on the other hand, the results of the campaign show that it's worth trying. It seems that the success of the project laid in approaching and choosing the right photographer – already well-known and interested in the topic. It was possible thanks to the openness of the Foundation director, courage, directness and enthusiasm. Sometimes it is enough to ask and find the common language...

Learn more:

<http://tn.nova.cz/clanek/zpravy/tv-archiv/vikend/vikend-jake-je-to-stat-se-v-sedmdesati-modelkou.html>

<http://www.ceskatelevize.cz/ivysilani/1102732990-folklorelorika/314294340030010-vano-foti-sohaje>

<http://www.ceskatelevize.cz/porady/1097944695-nas-venkov/315294340070002-babicky/video/>

<http://www.jmkn.cz/>

REGRANTING – WHEN LOCAL GOVERNMENT DECIDES IT'S BETTER NOT TO DO BUT TO MAKE SOMEONE ELSE TO DO IT

[“SMK” Community Foundation](#), [Bitgoraj Community Foundation](#), Poland

Key words: regranting, grant, transferring money, operator, local government

There is another way of funding community projects than fund-raising – regranting. Lately in Poland it also started as transferring grants directly from the local government to community.

NEEDS

- the Act on Public Benefit and Volunteer in 2010 allowed local governments to commission its public tasks to NGOs as an outsourcing service. However, the process of allocating grants (local needs diagnosis, organizing the competition, rules, selection committee, etc.) became costly and time consuming
- CFs and other community philanthropy organizations search for the funds that may be invested into the community projects

ACTIONS

Regranting mechanism of Community Foundations, in collaboration with large organizations and foundations, has been known and widely used. However, the use of the Polish Community Foundations regranting mechanism in cooperation with local governments is an innovative solution. At the same moment both, NGO and local government, have the same goal - they want to improve the quality of life of the local community – and should therefore work together:

- Getting in touch with local government, presenting the idea, its advantages for both sides, as well as for the community
- When the local government decides to delegate its prerogatives to the trustworthy NGO it is the beginning of the regranting process. The best in that role is the community foundation as a bridge between beneficiaries and donors (public body).
- The community Foundation serves as an operator in the process of transferring grants. It is responsible for diagnosing local needs, it's use its unique expertise and experience to organize grant competition, it uses it's already established rules and human capital. It's also responsible for reporting and grants settlement.
- Thanks to that, the process of transferring money is smooth and more effective. The local government decides to delegate its prerogatives to the trustworthy NGO.

RESULTS

- Community Foundations - operates on a wider scale
- Local government allocated money in a more effective and fully neutral way

- Small local NGOs - can realize their first projects, will receive additional support (training, consulting and assistance in completing the application, access to the resource FL) from the Community Foundation
- Community - can carry out projects and receive financial support without having to register as an NGO
- Business - can make their charitable funds to increase the pool of funds available in the grant competition

What do you need to implement it

First of all, you need to check, whether such an opportunity is possible in your country from the legislative point of view. If so, you need to be a trustworthy NGO, experienced in grantmaking (with established, transparent procedures and neutrality) serving as a bridge between the community and the donors. The key is gaining the trust of the local government by showing the advantages of the mechanism.

Learn more:

www.regranting.filantropia.org.pl

www.dzialajlokalnie.pl

www.flzb.lbl.pl

PASSION PLUS MONEY EQUALS SCHOLARSHIP

[Żywiec Community Foundation](#), Poland

Keywords: local product, scholarship, scholarship fund, fund-raising

Look for your passion in life - no, it's not a commercial slogan or a coaching technique – it is a fund-raising mechanism.

NEEDS

- Establishing a scholarship fund and collecting resources for the local people who want to fulfill their dreams and passions in life - people of all ages and talents
- promoting community foundations

ACTIONS

Zywiec Foundation of Development launched the project to design the local product, which may serve also as the fund-raising mechanism for collecting funds for the scholarships. Thanks to the cooperation with local partners, especially the local bakeries and based on wide consultations, they came up with the idea of the "Bread roll with passion" (word game referring to the expression "piece of cake" and meaning something easy but done with passion). The idea is to sell the regional product (bread roll) and use the profits to build a scholarship program supporting passionate young people:

- Coming up with the idea of the local product, based on the researching the possibilities. Why „roll”? Because we buy bread rolls every day, like every day we develop our passions. Because the roll we take to work, we give children to school, we take with you while you travel.
- Finding a bakery willing to support your idea. "Rynek" Bakery decided to join the project, worked out its own, traditional recipe for the roll and decided to allocate all the profit from its selling to the Scholarship Fund.
- Simple fund-raising mechanism: Bakery bakes the bread, you buy it, the profit from the sale of the rolls goes once a month to a Scholarship Fund.
- Promotion, promotion and one more time promotion – in all possible media, via radio or television commercial, social media, press coverage, etc. Coming up with a good slogan, preparing the characteristic visual materials, etc.

RESULTS

- creating local product, close to hearts of the community
- starting the scholarship fund, collecting the money and supporting local people with passion
- Not only did they produce a very nice promotional spot, but also the story about their program was reported in the national news
- good promotion for the bakery competing with supermarkets by traditional recipes and community approach – the "Rynek" Bakery won in 2015 national competition for the "Benefactor of the Year".

What do you need to implement it

You need to find the simple but catchy goal, such as supporting people with passion, of all ages and all talents, so that each member of community can identify with it. It is also important to find the local product which is close to everyone (or maybe such local product already exists in your community?). The most important thing is to find passion in yourself to persuade the others to support you - the business partner, the community.

Learn more:

www.youtube.com/watch?v=B-GMJfEPVfk

www.zfr.beskidy.org.pl/

www.facebook.com/bulkazpasja?fref=ts

LOCAL HERO – BRINGING COMMUNITY TOGETHER

[Snow Mountain Community Fund](#), Poland

Key words: local hero, community identity, building community

To work as a community foundation, meaning work with the community donors and community beneficiaries – first what you need is bringing people together and building the real community of people.

NEEDS

- The community of Snow Mountain in Poland is very heterogeneous, the territory used to be Czech and German, all those cultures are still present there, but quite undermined.
- The community (now mostly Polish) is rather poor, without local identity, pride or feelings of local responsibility
- Marianne Oranska, a colorful, slightly controversial and multicultural princess living in the area in 19th century was known for her philanthropic activities on the economic, cultural and social service ground, was almost already forgotten

ACTIONS

- FLMŚ understood who Marianne really was, how people remember her, whether it is worthwhile to engage in activities commemorating this person and her work. They had to dig a little into history. It turned out that the topic is very good, you might want to address it and you need to develop a good plan of action.
- The CF applied to the local government to establish the year 2010 as Marianne of Orange in 4 municipalities in which the CF focuses its activities and to the Lower Silesia region authorities. Municipalities and appearing in their area individuals, schools, cultural institutions, NGOs competed with each other in generating ideas and implementing projects thematically referring to the princess.
- The CF created a dedicated Marianne's Perpetual Fund, and this is when the fund-raising started.

- The CF got a large grant to implement partnership activities with the Polish-American Freedom Foundation dedicated to promoting Marianne (cookbooks regulations Marianne Oranska, publications, exhibitions, special events ...).
- Consuming success – you cannot travel through Lower Silesia without running into Marianne's events, buildings, trail, books, exhibition, coins minted, fairs, performances, concerts, kindergartens, schools, health center... She is the symbol of the region and the community.

RESULTS

- Enormous promotional effect
- Great recognition of the CF
- Memorial fund
- Building community around the princess, she is just as the region – multicultural, but local.

What do you need to implement it

You need to be a leader of your community to achieve such success. Finding the hero is not a problem, each community probably has someone like Marianne. The difficulty lies in presenting it in the way that does not divide people but unites them. However, the hero cannot be artificial, it has to be vivid, with some flaws, so that we can find ourselves in his or her likeness (no politics involved). But what she or he needs for sure, is the love and attention for the community.

CROWDFUNDING – NOT ONLY ABOUT THE VIRTUAL WORLD

Nidzica Community Foundation,
Nidzica Development Foundation "NIDA", Poland

Key words: crowdfunding, fund-raising, scholarships, event organizing, youth

Crowdfunding in the last few years has gained a lot of attention as an effective way of raising money from the virtual world. See how it works in Nidzica when you compile it perfectly with the community in the real world.

NEEDS

- Collecting money for the community projects and scholarships
- testing new fund raising methods – the need to be an up to date and modern NGO

ACTIONS

- The grantees and scholars of the CF – young, innovative people decided to do something by themselves
- The question was asked: What can we create that is interesting for the community, and at the same moment, innovative and catchy? - A Science Picnic. The best place was the Pottery Village, the social enterprise led by the CF and NIDA, preferably before the holidays

- Planned guests - Universities, Institutes, Student Scientific, science enthusiasts and the community
- Estimating costs - how much should we ask Internet users to donate in total? - the amount of 10 000 PLN
- Establishing cooperation with the portal PolakPotrafi.pl (8% commission)
- Promotion - short film first and foremost and to promote all possible means, available in social media and also by traditional methods - local press, mailings, phone calls to friends, direct solicitations
- Belief in the project and hard work

RESULTS

- In 2013, the Science Picnic was organized for the first time, now the third edition is being prepared
- A great opportunity for young people and the CF's grantees to watch themselves in the action
- Great promotion for the CF

What do you need to implement it

You need a great idea that will be interesting to Internet users. Use the knowledge of your volunteers and beneficiaries - let them do the work. That is why the topic of the event has to be chosen by them. What may be interesting for young people in your area, what do they need to spend time on during holidays? - ask around. Maybe it's a movie festival, local fair, running event, swimathon, or some kind of competition? It has to be open.

Find good partners to help you with the funny and attractive promotion materials and a great location for the event. Don't forget about security measures. Use your social networks to promote it. Promotion, promotion and one more time promotion...

Learn more:

www.funduszlokalny.nidzica.pl

LOCAL NEEDS DIAGNOSIS, BECAUSE YOU NEED TO SEE THE GOALS

[Usti Community Foundation](#), the Czech Republic

Key words: needs assessment, needs diagnosis, assessment tools

Fundraising is difficult, bringing people together is not easy either, but the real trick is to know why you do these things. And this is the goal of good local needs diagnosis.

NEEDS

- learning the foundations goals so it's effective and helpful for the community
- systematic identification and assessment system for community needs

- the number of excellent examples of community needs assessment tools (for instance, the Canadian model Vital Signs), but unfortunately none directly applicable.

ACTIONS

- Starting from the best suited method to assess a community - a series of structured interviews based on Root Cause Analysis and the Theory of Change methodologies which are employed in the US and the UK in the philanthropic world, primarily in donor communications.
- Conducting 60 minute interviews with about 100 community leaders in local areas, identifying what they are personally most disturbed by in their surroundings, what they most care about and why, and what can be done about it. Emphasizing the personal point of view of each respondent in order to gain qualitative insight into local priorities as experienced by local people, not by institutions, which is the usual viewpoint when formulating strategic and other development documents. The aim was to capture civil society's point of view and – in doing so – to contribute our share to forming the role of private sector in public space.
- Assessment outcomes have been re-drafted and re-designed for the media, for current donors and our prospects, but also for the local government representatives and the expert public, so that as wide array of people as possible could learn what issues were most pressing for the 100 community leaders interviewed.

RESULTS

- Identifying the most urgent issues which move our community (7 priority areas), while at the same time designing a brand new framework for grant-making with a formulated vision,

- involving a wide array of community stakeholders made them more engaged in the community and more attracted to our foundation, thereby strengthening our pool of volunteers
- clear vision of the CF, its image and activities

What do you need to implement it

It is possible to implement by using only your own staff and several external experts as volunteers. What you need is openness for the public to talk and to listen to what they have to say, not only rely on your own opinions. You need a good plan, a list of questions (preferably prepared with expert support), the list of community leaders from different backgrounds and social statuses, and not only your supporters. The goal is to learn something new – not to confirm what you already know.

Learn more:

<http://komunitninaface.cz/programy-a-projekty/stovka-problemu-stovka-prilezitosti/>

CHARITABLE WINE AUCTION – SELLING TO THE WEALTHY OUTSIDERS WAS THE BEST FOR YOUR COMMUNITY

[The Via Foundation](#), [the Southmoravia Community Foundation](#), the Czech Republic

Key words: fund-raising, charitable auction, local product, rural area

NEEDS

- fund-raising for a new CF – linking with wealthy donors
- promoting and selling a local product – in this case: wine

ACTIONS

- The idea was simple - SMCF has good access to a number of quality wine makers from the best wine region in the Czech Republic while Via Foundation has the potential to convene a crowd of wine lovers and prospect donors in Prague, the capital of the Czech Republic.

- The first Auction in 2007 started from offering wine (approximately 100 guests with the total evening yield of USD 6 800). Seven years later, in 2014, the Auction offered high-quality wines, art and unusual „experiential“ items (i.e. experiences that cannot be otherwise easily purchased and/or secured) - in Public & Silent Auction and attracted some 250 guests with the total evening yield of USD 105 000.
- Each year the organizers asked themselves the question: what can we change or improve? The ideas were:
 - › changing the venue to be able to create better atmosphere at the event and to invite more people
 - › adding Art and „unusual experiences“ to enhance and sustain the interest of Auction participants
 - › adding a Silent Auction to the evening
 - › composing volunteer-based Auction Organizing Committee to help us get the best Auction items and to help invite the right audience
 - › making connections with the Art community

RESULTS

- professionalization of the Auction
- raising cumulatively USD 370 000 as a result of the Auction. That money was used to help build programming and viability of The Via Foundation, the South Moravian Community Foundation, and partly of the Association of the Czech Community Foundations.

What do you need to implement it

You need to start by deciding what would be the goal of your Auction, to find a clear message for the donors and partners so that they know what they are supporting. Then, it's all about your skills in partnering with different groups of people, whether this is Art or media circles, business or performance community. Look for luxurious, attractive products in your community or among your partners – you'll be able to persuade them to donate when you have clear vision. Don't forget about the technical part – if you want people to take part in the Action, respect their time, and prepare comfortable conditions. To continue the event next year, be in touch with the donors, appreciate their input, and look for ways to improve the next event.

Learn more:

www.dobrocinnaaukce.cz/en/

THE MOST DIFFICULT MOMENT – STARTING THE ENGINE

[Ferencváros Community Foundation](#), Hungary

Key words: establishing community foundation, fund-raising, endowment

„We have proved it is possible” - Ferencváros Community Foundation

NEEDS

Establishing a CF in Hungary (Ferencváros, 9th district of Budapest), which was difficult to do. There was a lack of external support, few donors with no culture of donation, little trust between NGOs and authorities, and no concept of building an endowment.

ACTIONS

- Asking foreign colleagues with relevant expertise to help.
- Conducting about 60 face-to-face interviews with a wide variety of people from the district to find out a) how they felt about our community/district; and b) what they thought about the community foundation concept.
- Producing an easy-to-understand brochure about community foundations, sent to people before the interview. As a result, the start up group of three grew to ten, whose main motivation in joining was to do something for the district's community - *Organizing Group for the Ferencváros Community Foundation* (entrepreneurs, people working for big companies based in the district, NGO and community activists, an artist and a director of a local government-owned company). The Organizing Group started to plan and implement activities promoting the concept and our work in the community and to prepare the registration and future programs of the organization. They later became the CF's trustees.
- Fund-raising for grant-making and operational expenses - only from individuals and companies 'attached' to the district. About two-thirds of our income came from individuals, the rest from local SMEs.

- Promoting the concept and practice of local philanthropy, raising the self-esteem of the district's community, increasing the visibility of FCF – creating a special fund for a very active informal group so that they could take advantage of the community foundation's legal entity when raising funds, organizing a football tournament for the district's elementary schools combined with raising funds for the schools' development, as well as running a Christmas campaign.
- Establishing the basic infrastructure of the community foundation (website, office, etc.) and promoting FCF in the district through events and face-to-face meetings.
- Building endowment - the foundation's endowment fund was €700 (\$900), put together by the trustees and community foundation activists from neighboring countries.
- Still, there are lot of challenges ahead, such as attracting major donors and donations, major companies and wealthy individuals.

RESULTS

The CF was established and it has been working for the community for three years already.

It is also a good start for building the national movement of the CFs in Hungary.

What do you need to implement it

According to the CF's team, what you need the most is a strong, 'can-do' attitude.

<http://www.globalfundcommunityfoundations.org/poor-cousin-blog/2012/12/10/would-it-be-possible-here-and-now-together-locally-in-hungar.html>
<http://ferencvarosi.kozossegialapitvany.hu/english/>

SWEETFLEET – FROM THE STOMACH TO THE HEART

Ferencváros Community Foundation, Hungary

Key words: fund-raising, attracting donors, small donations, big companies

There is always a way to reach the donors, you just have to find the right one.

NEEDS

starting a relationship with the large, multinational companies that are headquartered in the district for the purpose of promoting corporate social responsibility. Unfortunately, for many of these international corporations, their CSR decisions are made at an international level, so they had a hard time supporting FCF. Nonetheless, we found a way to build relationships.

ACTIONS

- The idea was to bring together the enthusiastic voluntary "cake makers" of the foundation with the employees of the neighborhood companies – the idea being that while eating cakes and drinking coffee it is possible to talk about the district, about the foundation, and about ideas. This was the way to get the companies' attention.
- The volunteers baked the same cakes, as they did for their families, and they visited the companies, and programs organized by the companies, and gave the cakes to the people working there. It was not necessary to pay for the cakes, but it is possible to give donation to the foundation.

- The personal relationships as a result of SweetFleet were deepening: the fleet was asked to return to some companies, they were collecting a huge amount of donations, the popularity of FCF was increasing, and a few individuals became participants in other programs of the foundation.

RESULTS

- Since April 2014, SweetFleet has been organized eight times, with last year's profits reaching 1000 Euro;
- One of the leaders of a multinational company acknowledged FCF as a result of SweetFleet's actions; he later volunteered to work in the grant making program at FCF.

What do you need to implement it

You need to find a brilliant idea or use this one. However, to put it into practice you definitely need a bunch of great volunteers willing to bake, and volunteers that work in big companies and are interested in the community.

CLEAN BARDEJOV, BECAUSE EVEN SMALL STEPS AND SMALL GRANTS ARE ENOUGH TO DO SOMETHING BIG

[The Bardejov Community Foundation](#), Slovakia

Key words: engaging community, social capital, leadership role, city environment and esthetic, small grants, cooperation with local government

Do you have in your town a competition for the most beautiful balcony or surroundings? If so – it's time to start doing it the other way around.

NEEDS

- Encouraging city resident to donate small amounts for their community
- Improving city environment
- Engaging local government into community work

ACTIONS

- Identifying how small grants can contribute to policy implementation and convincing city representatives to finance a grant program focused on improvement of the city environment.
- Enlarging the grant program with the second level - a competition for the most beautiful surroundings among residential houses, housing estates as well as public/commercial areas.
- Engaging local media in the campaign (talk shows with representatives of city, community foundation, as well as winners of competition).
- After a few years of the competition - Switching the attitude and announcing the competition for "most ugly" places in their city and awarding by the "thistles" award.
- Inhabitants started to send pictures of the ugliest or most neglected places in the city – presented on the CF's web
- Voting in schools for the ugliest place
- Awarding the person/institution responsible for the place – and the first award went to the... Mayor of the City – for the destroyed fountain in the central city park.

RESULTS

- Rapid transformation of objects awarded with "thistle", including the fountain mentioned above, along with the central park which became the main place for the inhabitants of the city to spend their leisure time.

- Motivating people to take care of their surroundings and the city environment.
- Developing the grant programs with small grants, motivating inhabitants to improve the environment in their city (55 projects were supported by small grants for the sum of more than 18 000 €, participation of 500 volunteers)
- Building the leadership role of the CF.

What do you need to implement it

You need to start feeling like a local leader responsible for the city, and teaching the responsibility to the other city actors. It is very important to work with local media, who will take care of the promotional campaign. The CF has to stay on the neutral and objective position, which may not be so easy, as sometimes the CF's donors or local government may be put in uncomfortable situation.

Learn more:

www.youtube.com/watch?v=J9K4KwIVmvk

www.knbj.sk/cms/?page_id=273

www.knbj.sk/cms/?page_id=757

CLUB OF DONORS, BECAUSE UNITY IS STRENGTH

[The Association of Slovak Community Foundations](#), Slovakia

Key words: national program, association, fundraising, attracting donors, cooperation among community foundations

Community foundation is about bringing people together. And how about bringing community foundations together so that they attract more donors this way?

NEEDS

- Lack of positive attitude towards philanthropy in Slovakia, no such tradition
- The need to attract donors and promote philanthropy

ACTIONS

- The oldest CF in Slovakia (the oldest CF in the Central Europe, founded in 1994) Healthy City Community Foundation got its first matching grant from the C. S. Mott Foundation, which committed them to raising 15 000 \$ annually (app. 500 000 Sk) – an enormous amount for those times in a community where there was no concept such as giving, donating or philanthropy.

- They started the program “500 friends of Banská Bystrica” - breaking this huge amount down into smaller gifts and finding 500 “friends of Banská Bystrica” who would contribute 1000 Sk each.
- Decreasing the limit to 200 Sk (approximately the cost of a good dinner) and adjusting it to the average inhabitants – putting more stress on a small donations and highlighting its big potential
- Using the experience and mechanisms of other CFs in the country and establishing the Club of Donors – motivating individual community members to donate based on matching principles while the CF in Bratislava (the capital of Slovakia) engaged two nation-wide corporations (Orange and Slovak Saving Banks) to match each donated Sk within the Club of Donors around Slovakia with the same amount.

RESULTS

- In the first years, on average 20 - 30 individual donors contributed to every Club
- Personal involvement of individual donors in the decision making processes
- Organizing special events for the individual donors, bringing them together, building personal relations
- When the corporations decided to stop their matching activities (after 4 years) the CFs community of donors built within the Clubs.
- Looking for new ways of attracting donors, such as the the idea to support Club of Donors based on involving of celebrities born in the community (Nitra Community Foundations idea).

What do you need to implement it?

You need a well-organized network of the CFs in your country, supporting each other, focusing not only on the particular communities but also on the philanthropic concept in the country in general. You need to have good CFs, so there are no black sheep ruining the relations with big companies.

Learn more:

www.asociaciakns.sk/?section=&lang=en
www.knzm.sk/index.php/sk/o-darovani/klub-darcov
www.knb.sk/hlavna-stranka.html?page_id=193
www.nkn.sk/nase-programy/klub-darcov

BUILDING DONOR'S FUND WITH COMPANY, BECAUSE EVERYTHING IS JUST ABOUT RELATIONSHIPS

[Nitra Community Foundation](#), Slovakia

Key words: donor fund, attracting donors, philanthropy, cooperation with companies

Companies, corporations are not only procedures, mechanisms and analysis. They are organizations gathering many people, very different people. And we can assure you, you can find among them some that would be willing to support your CF.

NEEDS

- The CF's need for establishing donor funds and gathering resources for community projects,
- The BRAMAC company need (yes, it is crucial to take into consideration the donors' needs) for transparent and effective sponsoring.

ACTIONS

- Meeting a Board member who happens to be the manager in BRAMAC responsible for sponsoring, who is not satisfied with the actual sponsoring strategy (not having enough capacity to control all finances invested to the community activities).
- Presenting the concept of the donor fund administrated by the CF - transparency in finances, opportunity to choose the area of support and minimal administration demand on a founding company.
- Establishing the BRAMAC Fund as a first fund of the Nitra Community Foundation supporting children and youth as well as social and culture areas.
- Engaging the BRAMAC manager responsible for sponsoring into supported projects, relations with beneficiaries, inviting to the Donor Club – answering the personal need of helping the others of the person not only with the big possibilities but also big heart.

RESULTS

- Establishing the first donor fund in the CF - In the period 2003 – 2014, 154 of the projects were supported with sum more than 93 000 €. Some of them have been very important and significantly affected changes in the community,
- BRAMAC company is satisfied with the effective use of their support, did not stop donations even during the economic crisis,
- Personal development and satisfaction of the BRAMAC manager, her engagement in philanthropy in several ways.

What do you need to implement it?

In most of the cases, there are human reasons and needs that are the origin of each cooperation with donors, even though this is cooperation with company or institution. You need to find a particular person who will be your ambassador. That is why personal relationships with many different people from different circles is important. It may be a surprise when you learn who knows whom and how it may help your CF.

Learn more:

www.nkn.sk

www.nkn.sk/pages/sk/pre-darcov/nase-fondy/nadacny-fond-bramac.php

CITY BANK GRANT PROGRAM INCLUDING PROGRAM FOR EMPLOYEES

– WHAT TO DO NEXT WHEN YOU ALREADY HAVE THE DONOR

[Bratislava Community Foundation](#), Slovakia

Key words: cooperation with company, employee volunteering, corporations,

It is difficult enough to attract the donor and to not lose him or her afterwards. You need to be cautious and keep his or her interest in support as long as possible via proposing new mechanisms and opportunities for development.

NEEDS

- Long term and very fruitful cooperation with Citibank Europe led to support several community projects and activities - it was time to go to the next level of cooperation and find some new platforms of cooperation.
- Bringing closer the Citibank employees to the community in which they operate and engage them into social responsibility strategy of the company.

ACTIONS

- Offering space and opportunity for the employees to actively watch and participate on activities - whether as volunteers of supported associations, as parents from involved schools or as people willing to share knowledge from their field by preparing the employee program Citibank - „We help, where we operate“.
- Program gives space for employees to support civil associations and schools, whose work they know well and in which they actively volunteer and participate. Employee declares his support with a direct financial gift and a recommendation of a concrete project.
- Evaluating commission chooses the best activities which are later financially - along with gifts from employees - supported.

RESULTS

- Since 2010, 46 employees became involved in the program, leading to 46 unique activities
- People engaged in the program care about where and how they live
- The company fulfills its mission with greater engagement, responsibility and energy.

What do you need to implement it?

In order to get to the next level of engagement you need of course a stable and trustworthy donor. However, in order to establish an employee volunteering program you may present it also to the new donor or potential donor. First, check what the company does, whether it is interested in CSR.

There are several activities that you may offer within the volunteering, but you have to be the main organizer and the source of ideas. Check what is more important to them: some social work (for example: assisting disabled people, events for kids, etc.), developing skills-based volunteering (for example sharing with students your knowledge or skills), sport volunteering or maybe art (for example preparing theater performance). There are plenty possibilities and you need to learn which one is the most attractive for your potential partner.

Learn more:

www.knb.sk/hlavna-stranka.html?page_id=193

YOUNG PHILANTHROPISTS OF SLOVAKIA – WHAT YOUTH IS USED TO, AGE REMEMBERS

[The Association of Slovak Community Foundations](#), Slovakia

Key words: youth engagement, youth bank, fundraising, philanthropy, volunteering

Community functions as an organism, you need to nurture it so that it gives you new ideas, new energy and new potential. That is why it is so important to always work with the youth and engage young people into philanthropy. One day it will be them who lead your community foundations or becomes its main donors.

NEEDS

- Finding the right model of cooperation with the youth so that young people
- become engaged in communities' life
- Teaching youth philanthropy as a way of living

ACTIONS

- Slovak community foundations have experience in using several worldwide models of engaging young people, such as creating a youth grantmaking body, cooperating with youth Rotary Club, and implementing the YouthBank model.
- Based on those experiences the Association created the nation-wide program called Young Philanthropists following the main YouthBank principles.
- A national corporate foundation called Nadácia SPP supported the programs' administration, publicity, training of volunteers and grant-making for 9 years, since 2004 – 8 YouthBanks run by 7 CFs in Slovakia
- The main goals of the program were to develop youth volunteering and philanthropy, motivate young people to actively participate in the community life and getting involved in solving burning issues
- The Program's purpose was to also support diverse talents and creative ideas of young people.

- The Program is designed for volunteers between the ages of 15 and 30, who themselves managed their proposals and supported projects of their peers. They met their grantees in person and built important informal networks of youth communities in their area. This program is built for young people, by young people, and it helps them to respect diversity, understand and accept others and mainly build the tradition of youth philanthropy and volunteering in their generation.

RESULTS

- Financial support of youth-led projects that motivate young people to volunteer, participate, and gain new skills in project management and implementation of their ideas.
- Personal and professional development of young volunteers/ team members that get formal and informal education on team cooperation, project and program management, organizational skills.
- From 2004 till 2013 there were 626 involved and educated volunteers, 703 supported projects in amount of 159.124€ euro.
- A lot of young leaders grew from the teams and became active citizens.

What do you need to implement it?

You need to gather young volunteers or active and responsible youth. Start with inviting them as your advisory grant committee. You can also learn from the model in details – it was worked out by the Community Foundation for Northern Ireland. However, you may modify it and adjust to your needs. The best thing is that young people are really open to new adventures, and philanthropy may become one of them.

Learn more:

<http://www.youthbankinternational.org/>

<http://youthbank.knzm.sk/>

<http://www.nkn.sk/nase-programy/mladi-nitrianski-filantropi>

PHILANTHROPIC BEQUESTS – THERE IS NO TABOO WHEN IT COMES TO PHILANTHROPY

The Association of Community Foundations of the Czech Republic

Key words: bequests, legacy giving, philanthropy, endowment

This is not an easy topic. For some it's sensitive, for some it's intimate. And we should respect it. However, if you think about strategic philanthropy, sooner or later, you cannot omit the topic of philanthropic bequests.

NEEDS

Usti Community Foundation started to think about philanthropic bequests knowing it is an important part of endowment in some foreign cases, especially in the United States. As they understood the sensitivity of the concept, they decided to start with a nation-wide educational campaign with other Czech CFs.

ACTIONS

- The Association of Community Foundations of the Czech Republic successfully applied for a grant from the C.S. Mott Foundation to run an awareness-raising campaign to promote legacy giving.
- Carrying out the analysis of the existing legislation and social practice regarding bequests, using the experiences of the CFs in the US.
- Developing a national visibility campaign focused on “philanthropic bequests” to promote the existing legal opportunities (website, information leaflets for potential prospect donors printed and disseminated, e-bulletins, etc.)
- Someone has to be first. That is why the Ústí Community Foundation went even further. The donor relations officer and the CEO wrote their own bequests-making gifts of part of their property to benefit the foundation.
- Next, one of the main donors decided to follow them and pledge 30 % of all his property to the Renaissance fund – the fund that he founded within the CF.

RESULTS

Undetermined yet. The results will be seen in decades later. But it works in the US, so why shouldn't we try to do it also in our region.

What do you need to implement it?

You need to research the legal opportunities in your country. If you think seriously about philanthropy and long-term sustainability of your CF, you need to promote the concept and present it to your donors.

Learn more:

<http://komunitninadace.cz/>

<http://akncr.cz/dokumenty/>

<http://www.zavety.sk/>

ENDOWMENT – IT'S NOT ONLY ABOUT BUILDING IT, BUT ALSO ABOUT MANAGING IT

Generally CFs from V4 countries, Usti community Foundation, Czech Republic, the Academy for the Development of Philanthropy in Poland.

Key words: endowment, income, managing, investments, spending policy.

The one side of the endowment story is building it, but the other side is how to manage it, which “tends to be the most important argument for a donor who considers an endowment gift” according to the Usti Community Foundation.

NEEDS

- Building an endowment in order to achieve a sustainability business model: first create an endowment, then invest it, then spend part of its income for grants, for operation and for endowment increasing, so next year you will invest an even greater sum.
- Manage the endowment in the way so that the sustainability model works.

ACTIONS

- Endowment management is an expert matter requiring specific know-how. Some CFs have been developing mechanisms for how to actively manage their endowment by either contracted professional investors (Banks or Investment Companies) which invested their money, or built a group of volunteering advisors (e.g. an investment committee), or in a more conservative way via depositing to varied types of savings accounts in banks, others invested with dynamic strategies on stock markets, other responded to specific opportunities and invested into real estate.
- The spending policy (how the foundation manages endowment proceeds) matters as well. Often, spending policies stipulate what percentage of total proceeds goes to re-granting, what percentage goes operations and programs and – in some cases – what percentage goes to reserves. Using part of endowment proceeds to build the endowment is a rare exception (but if we do not increase our endowment, inflation depreciates it).
- In order to secure safe managements of CFs' investments, the Academy for the Development of Philanthropy worked out 10 principles that may help while building financial stability of the organizations, from the most basic to advanced ones:
 1. The CF complies with legal regulations and maintains full accounting:
 - › prepares diligent Financial Statements (balance sheet, profit and loss account, additional information);
 - › has and complies with an accounting policy;
 - › prepares and files financial statements on time and returns required by the law;
 - › timely covers public law liabilities (social security premiums, taxes and other);
 2. The CF operates transparently:
 - › publishes its Financial Statement, and moreover, presents financial information concerning performed activities in a clear and understandable way;
 - › if possible, the CF performs audits, particularly financial;
 - › diligently accounts for amounts received with the donors and drafts reports and files accounts in a way expected by the donors;
 - › maintains separate accounting analytics for each project;
 - › if justified, the CF separates bank accounts for the purposes of performing individual activities;
 3. The CF cares for financial stability:
 - › drafts a general financial plan (annual, multi-annual);
 - › drafts and monitors a cash flow plan;
 - › has diverse sources of funding;
 - › rationally allocates revenues for statutory activity and administrative costs;
 4. The CF has internal control and advisory bodies:
 - › active and competent internal control bodies (e.g. Audit Committee);
 - › utilises the knowledge and experience of experts, e.g. creates Expert Committees for financial management;
 5. The CF develops financial reserves - reserve capital and inviolable financial assets - endowments:
 - › rationally spends money and builds up reserve capital with savings;
 - › among fundraising methods, the organisation offers creation of memorial and donor funds;
 - › the CF creates endowments in a transparent manner and encourages donors to support them;
 6. A CF owning assets invests them rationally:
 - › develops an investment strategy;
 - › has a procedure to select a financial institution to manage its funds;

- › utilises investment instruments compliant with applicable legal regulations, adequate to the strategy;
 - › monitors strategy implementation and investment results;
 - › assures funding for performance of current activities;
 - › only invests the funds, whose investing is not reserved by the donor;
7. A CF owning memorial or donor funds:
- › offers donors an opportunity to cooperate in implementing the initiatives they support;
 - › makes decisions concerning the allocation of profits on capital within the memorial fund in agreement with the donor;
8. The CF is a credible client for financial institutions:
- › has a bank account to serve its activities financially;
 - › its management board members are not listed in the National Criminal Record;
9. The CF avoids conflict of interests and unethical investments:
- › internal control bodies members are not members of the management board at the same time;
 - › the CF's financial advisors are not members of its management board or internal control bodies at the same time;
 - › an internal procedure exists within the CF to expose and solve conflicts of interests;
 - › the CF prepares and complies with investment ethical standards (e.g. it avoids investments in military, alcohol and tobacco industries);
10. The CF improves its financial expertise:
- › ensures that people responsible for financial management improve their competencies adequately to the functions performed;
 - › improves competencies of its workers, among others, through: their participation in trainings, utilising professional tools, access to expert consulting;

- › consults the donors regularly;
- › performs regular investment strategy revisions and updates it based on previous experience and market situation;

RESULTS

The main result of the right management and spending policy is achieving a sustainability business model, but in the V4 region the model is still developing.

Even the leaders of the endowment building in the region, the Czech foundations, which received part of their endowments from the privatization proceeds with the aim of developing a sustainable resource for the civic sector, still have lower income than the foundations in other regions. To compare, Czech foundations for the most part manage their endowments with proceeds of anything between 1 to 5 % p.a. and the average endowment investment proceeds of US community foundations are about 7 % p.a.

What do you need to implement it

Professional management of the endowment is crucial in the financial stability of the CF, unfortunately it doesn't happen overnight. In order to achieve it you need to know the fiscal and legal environment of your country and the foundations law, you also need the knowledge of investment and finances. If you don't have such person in your CF, you may use professional help, for example, it's really good to have financial expert on your Board.

Learn more:

<http://komunitninadace.cz/>

<http://www.filantropia.org.pl/>

<http://funduszewieczyste.pl/pl/inwestuj-w-dobro/zasady-bezpiecznego-zarzadzania-inwestycjami>

LOCAL PARTNERSHIP – BRINGING THE COMMUNITY TOGETHER

[The Bitgoraj Community Foundation](#), Poland

Key words: local partnership, cooperation, public space, common good

What may bring the community together is focusing on building local partnership around common good – the issue that is important for every member of community. One of the simplest way is to focus on a public space.

NEEDS

- there was no suitable, open and friendly space in Bitgoraj for the inhabitants to meet or act
- the need for building the visibility of community NGOs are weak and not visible.

ACTIONS

- The Bitgoraj Community Foundation initiated the discussion about a joint project of the local NGOs and institutions. The open discussion with several local partners resulted in a common project of creating the public space called SOWA (S – solidarity, O – openness, W – freedom (“wolność” in Polish), A – activism) – an open space in the city center, Solidarity Park, where the NGOs, grassroots organizations, and local institutions may present their activities, fund raise and communicate with local inhabitants.

- BCF engaged a wide range of partners: from NGOs, local governments, corporations, schools and libraries to local media. The partnership, thanks to its excitement and engagement, received an additional grant from the Polish-American Freedom Foundation. The City of Bitgoraj supported the partnership via reconstructing the space and the nearby streets.
- Fundraising activities were conducted. All the activities resulted in creating SOWA Space - comfortable, well equipped, available to everyone and friendly place, where the public events and local actions are held. The estimated cost was 750,000 PLN.

RESULTS

- Establishing stable a partnership, that was able to implement the project
- the biggest benefit was gained by the community, which now has a great place to meet and participate in several activities organized in SOWA
- the local NGOs have a place to present their activities and communicate with the community. They showed their effectiveness.

What do you need to implement it?

You need to be a leader in your community, ready to fulfill the role of the catalyst of changes. You need to be able to bring together the local NGOs but also to influence local government and donors. It is important so that the activities are undertaken in the right moment, addressing the real problems, are well prepared and thought through, so that the inhabitants will identify with it.

Learn more:

<http://www.flzb.lbl.pl/>

<http://lokalnepartnerstwa.org.pl/pl/partnerstwa/item/id,33,title,Przestrzen-SOWA-w-Bilgoraju-S--Solidarni-O--Otwarciu--W--Wolni-A--Aktywni.html>

<http://www.en.pafw.pl/programs/program/518#.VeG7uZddXD4>

WORKING WITH INDIVIDUAL DONORS REQUIRES INDIVIDUAL APPROACHES

[The Bitgoraj Community Foundation](#), Poland

Key words: scholarships, individual donors, memorial fund, giving, donor approaching

Scholarship funds serve the purpose of the supporting educational or personal development of individuals. That is why it is so important to build them also with the individual donors.

NEEDS

- helping young, talented people in a village of Chmielek
- establishing a memorial fund
- building the scholarship fund in the CF

ACTIONS

- Chmielek Educational Fund is linked to an interesting historical figure, Edward Błaszczak, who originated from the Chmielek village (of 1300 residents), in the times of the World War II. Inspired by Błaszczak's life, the soldier, partisan, but also philanthropist, local residents have created a Fund in his memory. The Fund is also financially supported by its patron's son, Waldemar Błaszczak, who finances three scholarships every year. The main goal of the Fund is related to the Edward Błaszczak's activity in Chmielek, aimed at helping young, talented people: it supports educational initiatives of Lieutenant Edward Błaszczak Elementary School and it funds the school's development, mainly through equipment supply and funding of initiatives, events and school trips.
- The story started when in 1991 the local community decided to honor the memory of Edward Błaszczak and name the school after him.
- In subsequent years, the school was developed dynamically, making people proud and attracting the attention of Waldemar Błaszczak – the son of Edward, who decided to create a Memorial Fund in cooperation with the school headmaster, teachers and pupils, and with the cooperation and expertise of the Bitgoraj Community Foundation.

- The main goal of the Fund is related to the Edward Błaszczyk's activity in Chmielek, aimed at helping young, talented people: it supports educational initiatives of Lieutenant Edward Błaszczyk Elementary School and it funds the school's development, mainly through equipment supply and funding of initiatives, events and school trips.

RESULTS

Chmielek Education Fund takes care of the small, rural school. It donates scholarships and finances equipment purchases. The Fund obtains annually approx. 10,000 PLN from local sources, with 1% tax write-offs, with local donations, and from people associated in the past with the school: former students, teachers and their children.

What do you need to implement it?

You need to work individually with the donor, find out what is his vision and interests and why he or she wants to support the particular purposes. Based on that knowledge you can propose him or her the right approach. In case of Chmielek Education Fund, that approach was not only building the memorial fund as a "living monument" of the local hero, but also supporting the issues that were close to his and his sons' hearts

Learn more:

http://v4program.org/en/component/docman/doc_download/166-find-out-about-the-fund

<http://www.flzb.lbl.pl/>

LONG TERM SUPPORT OF SOCIALLY DISABLED FAMILIES BY ESTABLISHING FAMILY FUND

[Liptov Community Foundation](#), Slovakia

Key words: family fund, socially disabled families, giving, donor approaching

Philanthropy is for everyone - not only for adults or youth – it is also for children

NEEDS

- Supporting the children in need from Liptov
- the need of two 10 year old girls wanted to use their talent of creating hand-made souvenirs for charity purposes

ACTIONS

- Two young girls used to make some small things, such as some knitted friendship wristbands, in their free time which they offered to their friends and relatives to collect some finances for a special reason: to help people in need. They looked for a way to do it.

- The father of one of them suggested that a lot of children in Liptov also need help and advised to look for opportunities to help children in the region. The girls presented their idea to representatives of the Liptov Community Foundation and the Children to Children Fund was created.
- The mission of the Fund is to support and develop activities of the youth, aimed at helping children from disadvantaged families, handicapped children, as well as to promote cultural activities for children and teenagers in the town Liptovský Hrádok.
- Engaging the entire family in fundraising activities: the father mainly looks for potential donors, whereas mother helps other Liptov Community Foundation members to arrange the annual beneficial concerts.
- The girls also engages into the activities, such as preparing gifts for donors, performing in the charitable concerts, organizing public collections, etc.

RESULTS

The fund started to operate in 2011. It engages not only one family but several community members, including children of the local school. So far they organized public collections, charitable concerts, educational projects in school. Thanks to the fund, the children from socially disabled families get support they need.

What do you need to implement it?

You need to be open to a wide range of ideas. Sometimes even the most unpredictable philanthropic idea can be fulfilled if it has enough hard work and determination. Children and entire families can be philanthropists, too. Think through whether you have an offer for them. You can think about "birthday funds" (also called as "donate your birthday") – establishing a fund on a child or adult's birthday and asking guests and friends to donate to the fund instead of giving gifts.

Or you can prepare a program for family volunteering – in which the volunteers support the purposes with their entire families: children, seniors. Philanthropy is about giving, but also about bringing people together, and who knows the concept more than the families?

Learn more:

<http://www.knl.sk/>

<http://www.trencianskanadacia.sk/>

<http://www.wolontariatrodzinny.pl/>

SUPPORTING GRASSROOTS INITIATIVES – REBUILDING PLAYGROUND

[Revia - The Smallcarpathian Community Foundation](#), Slovakia

Keywords: building community, grassroots, revitalization, public space, local partnership, volunteering, family volunteering

One of the community foundations' role is supporting local grassroots initiatives and local NGOs. That is why it is so important to listen to the community members; to follow and support their efforts.

NEEDS

- Building community spirit
- Revitalization of a devastated public area, rebuilding playground for kids

ACTIVITIES

- One of the Modra (small Slovak town) family, an American-Slovak one, decided to fund new wooden playground bars.
- It was an impulse for other families to join them in the effort of rebuilding playground, instead of complaining.
- At a meeting with the mayor of Modra, they learned about REVIA, the community foundation with experience in raising funds for community projects and grants.
- Revia did what it was supposed to do - linked the city council, volunteers, parental centers, the catholic parish, local schools and businessmen, and also different professionals. Together they developed a new concept of a Play & Relax Park – a multifunctional park for every inhabitant.
- With Revia's help, the volunteers managed the project activities, including promotion and PR. The CF also supported the fundraising activities (e.g. applying for different grant schemes, organizing charitable collections or SMS giving), and also educated the participants so that in the later parts of the project, volunteers were able and willing to apply for grant schemes by themselves.

RESULTS

- The park for everyone was created (after 4 years and 15 thousand volunteering hours spent at rebuilding and fundraising, the official ownership of the park was transferred to the City of Modra)
- The grassroots initiative is being continued and spread,
- The project has become an inspiration for other towns and villages to stimulate volunteering activities.

What do you need to implement it?

To support local grassroots initiatives you need to have the organizational capacity and knowledge that may be of an assistance to the local projects, such as project managing, project finances, etc. You need also to have the local trust – the trust of the inhabitants but also the business sector and institutions so that you will be able to build a local coalition around the project. You also need to find the people in the community who have activism spirit and courage to change their community. Sometimes, these are the people you wouldn't imagine, sometimes strangers or new people in community, so keep your eyes open.

Learn more:

<http://www.revia.sk/>

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