

regional foundations on the map

projects and lessons learned

local development
philanthropy
regional focus



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Introduction

Regional foundations - Finding common ground



Foundations in Europe with a geographical scope - whether it is a city or its surroundings, a province or a wider region - seem to have implemented comparable ways of working as they are facing similar opportunities and challenges, despite the varied dimensions of their target areas and the beneficiaries of their action.

In order to share important learnings from projects that have the potential to be replicated by other foundations, the European Foundation Centre (EFC) and its network of Regional Foundations has conducted research on successful initiatives promoted by European foundations that have a geographically defined focus for their activities. The aim of the research is to start sharing practices that may inspire the design of similar initiatives in other regions. The initiatives selected for the study have proved to bring positive results in the context of their implementation and have the potential for being replicated in other contexts.

What is the Regional Foundations Network?

The Regional Foundations Network was recently established as a group of European private foundations with a public-interest purpose that have a geographically defined focus and allocate their resources to organise activities beneficial to local communities. Founding members of the network are: Community Foundation West- Flanders (Belgium); Cultiva - Kristiansand Kommunes Energiverksstiftelse (Norway); Fondazione Cassa di Risparmio di Cuneo (Italy); Fonds Schiedam Vlaardingen e.o. (The Netherlands); Stichting Fonds 1818 (The Netherlands); and Stiftung Braunschweigischer Kulturbesitz (Germany).

Methodology

Following is a brief outline of the methodology used in this mapping:

- The EFC Secretariat made an initial scanning of the landscape and produced a list with foundations that fit the criteria of the study. Around 100 foundations with a geographically defined focus were identified across Europe.
- As a start, 12 foundations from this list were selected to be interviewed regarding an initiative implemented by their foundation that they consider

as a successful practice project (s)/ programme(s) and have the potential for replication in other regions.

Key findings

Although the projects analysed differ in their geographic scopes, target groups and areas of intervention, some elements and recommendations from foundations behind seem to be recurrent:

A good evidence base is needed to start a new initiative

The funders interviewed have pointed out how important it is to have a good evidence base for embarking on a new initiative. It is critical indeed to be well aware of the challenges faced by the target territory, and what the factors are that are delaying its development. Many foundations interviewed have indeed implemented their projects as a consequence of an in-depth study or observation of their region, conducted by experts, universities, observatories, or other institutes. Feedback and inputs from local organisations that know the territory in depth are also an invaluable source of information. Understanding is key, both to plan effectively actions to address the issues, but also to be aware and positively exploit the strengths and resources of the region which can be the source of the ingredients that are needed to unblock its growth.

Have a clear role for the foundation

On another level it is essential for the foundation to have a self-awareness and clear view of its role, its mission, why it is embarking on a project and where it will lead. All these will be valuable points of reference if and when facing challenges throughout the trip.

Partnership is essential

Once it has pinpointed and embraced its role, the foundation should identify the types of expertise and different actors that are needed for the project to succeed, e.g. local universities, local municipalities, associations, businesses, or employment services. Numerous foundations interviewed have highlighted the fact that working with partners that are deeply rooted in the territory makes a huge difference as they are known at local level; they have the capacity to engage a broader spectrum of actors in the region; and their motivation derives also from their connection with the local area.

The foundation is often a catalyser

In several projects examined, the foundations have played the key role of creating synergies among the different local players that were involved. This involvement, which also included specific expertise of the foundation, brought much-needed coordination or good communication that multiplied the



Once the initiative has been implemented, its methodology and lessons learned can become an invaluable resource for other funders or organisations facing similar issues in other contexts.

effectiveness of existing local actions. The foundations have not acted simply as grantmakers, but they have often played the role of catalyst for local organisations, increasing significantly the impact of their actions.

[Promoting the culture of the project](#)

When working with local partners several foundations have encountered some barriers as partners were not always prepared to work collaboratively in co-designing the activities, ensuring the sustainability or reporting on the results. The initiatives implemented by the foundation with its partners have represented often an opportunity to develop a “culture of the project” within the different actors involved.

[Building a good methodology and learning while using it](#)

The foundations interviewed have often identified in the methodology used to develop the initiative the essential element that may ensure its replicability. Foundations dedicate great efforts,

resources and energy in developing, testing and improving models that could be reused, adapted, and eventually scaled up. Building a methodology and learning through using it seems to be a valuable investment not only for a given initiative but more broadly in finding sustainable solutions to common issues faced by society.

[Creating synergies with existing programmes](#)

Several projects presented in this study have been created by linking different programmes or projects existing in the portfolio of the foundation targeting different needs of the same beneficiaries. Some projects were also originated as a consequence of observing a recurrence in the type of requests received for a given grant.

[The motivational power of peers](#)

In different cases the value of involving individuals that beneficiaries perceive as peers has been indicated as a successful element. Indeed, where other initiatives in the same framework had proved to

be ineffective, engaging individuals with a similar background, age, or that had encountered similar issues in the past as those faced by the beneficiaries of the project, has been considered key by the funders.

[Sharing - With other funders and the outside world](#)

For the funders interviewed, sharing with peers and partners while developing the initiative seems to be highly important. Indeed, each experience is an opportunity for learning and improving. Once the initiative has been implemented, its methodology and lessons learned can become an invaluable resource for other funders or organisations facing similar issues in other contexts. Sharing can represent the beginning of a new positive change and can benefit other communities.

Community Foundation West-Flanders Youth Bank

As the first so-called “community foundation” in Belgium, the foundation aims at strengthening local philanthropy in West Flanders, with particular attention to initiatives that promote opportunities for children and young people.

Founded in 2001 under the auspices of the King Baudouin Foundation, the foundation brings ideas, people and resources together to take initiatives that will lead to a better society in West Flanders.

Project overview

Youth Bank Roeselare, known locally as JOEF, is a project developed, run and dedicated to young local people aged between 15 and 20-years-old. Following the Youth Bank concept, the foundation annually provides financial support of €6,000 to Roeselare’s Youth Council who then forward the grant to their selected peers to develop social projects in and for their community.

What is crucial in the project is its participative and empowering elements. Through this initiative, the foundation does not invest in the individual social projects traditionally, but rather in the decision making process conducted by the youngsters involved, to develop their own criteria for the allocation of the grants. Only two criteria are set from the beginning: the project must be initiated and run by young people and its related activities must be not-for-profit. The awarded projects awarded can vary from organising trips for disabled people to the organisation of political debates and workshops in schools for the communal elections.

Origin

After learning about the original project during an EFC meeting in Northern Ireland, where the first Youth Bank was originally created, the Community Foundation of West Flanders, which traditionally invests in less disadvantage local youth, decided to launch the first Youth Bank in Belgium in 2008. The foundation initially invited people from five different cities to present them the Youth Bank concept and offered a starting workshop. Finally, Roeselare with its Youth Council expressed its interest in running it. Investing in the Youth Bank marked an important shift away from the traditional model of grantmaking embraced up to that point by the foundation.

Project in focus



Youth Bank Roeselare

Location: Belgium, West Flanders, Roeselare

Target population: Youth

Key issues: Community empowerment / Youth development

Total budget: €6,000 per year

Year: Since 2008

Geographical focus of the foundation: West Flanders, Belgium

www.streekfonds.be

How it works

The foundation annually allocates a sum to the Youth Council of Roeselare which distributes it among the selected projects proposed by young people to develop initiatives that have a social and community development aim. Adhering to the concept of Youth Bank the foundation lets the young people decide to what extent they want the foundation to be involved and how they want to allocate the money. The foundation meets quite regularly with the coordinator from the Youth Council to review together if and how the foundation presence is needed.

The foundation also pays for some trainings, in particular there is an annual training in Dublin for the Youth Bank coordinators from all over the world, which is extremely important because it’s an excellent occasion for the personal development of the coordinators both professionally and personally to create an important network of peers. The Youth Bank international organisation provides the concept and toolbox to the new coordinators, which is based on the previous exchanges and learning among different Youth Banks. This entails some suggested steps, starting from the definition of one’s criteria. It is precisely the whole process of developing these criteria, rather than the criteria themselves, which counts for the foundation.

What is crucial in the project is its participative and empowering elements.

Collaboration

The project is backed by the local administration: Each year, when the grant is allocated a celebration takes place where the mayor of the city and the local city council attend, together with the local politicians who are in charge of youth issues. The selected grantees are also encouraged to raise partially their own funds, which they usually obtain from local businesses and local service clubs.

Learnings

Keys to success - Trust youth to get the job done

As a foundation, it is essential to be able and willing to give away some responsibilities, accepting that this can be risky as the decision on where to

With a rather small investment, the impact in the life of those who participate seems to be enormous – their empowerment and human development is priceless.

allocate the money is up to the young people involved.

A key ingredient for the success of the project is the dedication and quality of the hosting organisation and key staff that take on the responsibility of running the project. For the project to succeed, the coordinator should ideally be someone with a credible coaching role but still young enough to be considered a peer.

Challenges - Finding the right organisation

The importance of having the right coordinator can be seen both as one of the key successful elements but also as a potential challenge. Indeed, it is likely that the person will change position and move on, which may consequently change the project. A strategy to remove this block may be to open up to broader ranges of organisations and associations to increase the options for the selection, and also to offer an introductory workshop where the organisation that has already gained some experience in managing the

project shares with the unexperienced ones its lessons learned from past editions of the Youth Bank.

Why this project can be a model of good practice - A small investment for a priceless impact

Despite being a relatively small project for the foundation, the Youth Bank has changed significantly the strategy of the foundation, the way it now decides on projects, and how it gives youth a primary role – not simply as actors but rather as creators of their own future. In general, the Youth Council activities and budget are defined and attributed following the priorities identified by the local municipalities, while the Youth Banks can be considered the “out of the box” space, the experimenting ground where young people can develop their plans independently.

With a rather small investment, the impact in the life of those who participate seems to be enormous – their empowerment and human development is priceless. Many youth movements are already doing

similar things, but what is essentially different in the Youth Bank is not so much the type of project they promote but rather the fact that it is run by people usually not included in such an initiative, and therefore gives these young people a say in the local community they might not otherwise have had. This changes significantly the opportunity for young people coming from any background, to contribute to their own community building.



Cultiva-Kristiansand Kommunes Energiverksstiftelse Cultiva Express

The foundation was established in 2000 by the local authority to ensure that the profit made by selling shares in the local energy corporation is of lasting benefit to the community of Kristiansand.

The main aim of the foundation is to secure jobs and good living conditions in Kristiansand by providing grants to projects which set up art, cultural, and educational institutions or organisations that contribute to innovation, development and competence-building within the creative milieu of Kristiansand.

Project overview

Cultiva Express aims at strengthening and developing artistic and athletic talents in Kristiansand. The programme, which is financially supported by the foundation, is managed by the Center for Young Arts at the Faculty of Fine Arts, University of Agder. The main goal is to help young talents to develop their skills in two areas: Sports and Arts. The sport grant scheme is dedicated to young athletes

between 15 and 35-years-old, while the Arts' one targets young artists between 20 and 35-years-old. The Arts grants scheme also exists at a national level but it only targets the age segment from 16 to 22-years-old.

A number of criteria have been set by the university, including the fact that only individuals and ad hoc groupings are eligible to apply, and that they have to be resident or be studying in Kristiansand. Applicants should ideally propose projects that bring something new or innovative to the city, and they are asked to present them locally. One of the aims of the programme is to stimulate artists to go back to Kristiansand to nourish and establish their artistic venture after completing their education.

To support this programme the foundation granted €345, 000 allocated as follows: around €140,000 for the Art grant scheme, € 86,000 for the Sport grant scheme and €119,000 to cover management and mentoring costs.

Origin

The programme was built on the model of a national programme called TRAFO. NO, developed in 2001 by the Arts Council. In 2005 the programme was in danger of closing down, so in order to save it, Cultiva decided to bring it to the University of Agder to secure it

Project in focus



Cultiva Express

Location: Norway, Kristiansand

Target population: Youth

Key issues: Arts and culture / Sports / Talent development / Youth development

Total budget: €345,000 annually

Year: Since 2006

Geographical focus of the foundation: Kristiansand, Norway

www.cultiva.no

financially. Looking at the investment of the foundation, some local politicians in the government found it particularly relevant and managed to include it in the national budget for talent development. Currently, the project at national level is still supported by the Arts Council and managed by the university.

In parallel, the concept behind the project was so interesting for the foundation that they decided to implement it locally to complement the national project, raising the age limit to include older applicants, and adding the Sport scheme to the original concept that only included grants for Arts projects and activities.

How it works

Cultiva Express offers three opportunities - two types of grants application for either Sports or Arts, and an Arts mentorship programme. Young talents can indeed apply for a grant up to €3000 each, depending on the age of the applicant and the scheme selected, to finance their own current project. The grant can cover any aspect of the project except for general project management and the applicant's remuneration.

In addition to this option, to further increase the quality of the talent programme, Cultiva Express Art has developed an additional option, the mentoring programme, where talents can apply for financial support to be guided

by established artists within their field and are introduced to the art industry to increase their professionalism. Cultiva Express Art also organises and supports artistic workshops and develops events to lift the cultural environment and artistic expertise of Kristiansand. Moreover, every year a prize is organised to recognise the year's best talent. One artist and one athlete are awarded a prize which consists of an additional support of €5,000. The university decides on the winners, who are presented by the chairman of Cultiva's board.

Collaboration

The programme is entirely outsourced to the local university of Agder to boost credibility and reach a specific target group. It is indeed essential for the foundation to have the project developed in the best possible way by those that are the most competent in the field. The Cultiva grantmaking portfolio includes a number of different projects, and it is in the nature of the foundation to refer to experts to implement them. There are no other funders involved in Cultiva Express.

Learnings

Keys to success - Introducing young people to creative professionals

Throughout the years, the foundation has observed a growing number of local talents who have actively contributed to building a

stronger creative industry. Every year the university shares an annual report where it lists the type of grants they have given, some statistics on the applicants and on the type of projects granted.

Building from the experience built up over the years of the programme, Cultiva has also financed the start-up of the Competence Centre for Young Arts with the purpose of helping the young talents to be guided in the creative industry.

The importance of providing these opportunities to meet and learn from experts from the creative market industry has emerged as a key lesson learned. In addition to this, the foundation has also supported the university in the development of a Master Programme for Talent Development and Music Management.

Challenges - Finding the right partner organisation

In the case of Cultiva, it was not difficult to identify the right organisation to run the programme. The university was already running it and had therefore built its expertise in the field. But finding the right partner could be a real challenge for other foundations who are operating where there is not a similar type of institution.

Why this project can be a model of good practice - A powerful tool for youth empowerment

The results and impact of this programme have shown that it is a powerful way to support the empowerment and development of the youth in the region.

The methodology of Cultiva Express, developed and tested throughout the years, has proved to be capable of stimulating young talents to return to Kristiansand and nourish it authentically.

This changes significantly the opportunity for young people coming from any background, to contribute to their own community building.

Dullertsstichting 2GetThere

Project in focus



2GetThere ("to get there" and "together")

Location: City of Arnhem

Target populations: Disadvantaged people / Youth

Key issues: Education / Employment / Professional development / School drop-out / Youth development

Total budget: €250,000: 50% provided by Dullertsstichting and Stichting Het Burger en Nieuwe Weeshuis; and 50% by other organisations

Year: 2012- 2013

Geographical focus of the foundation: City of Arnhem and surroundings, The Netherlands

www.dullertsstichting.nl

The main aim of the foundation is to reduce poverty of the population of the city of Arnhem and to support young people with no financial means.

The foundation supports both individuals and institutions. "Helping where help is needed " has long been the goal of Dullertsstichting.

Project overview

2GetThere is a joint project of the Dullertsstichting and Stichting Het Burger en Nieuwe Weeshuis. It is a peer-to-peer coaching method of providing guidance to young people aged 16 to 28 years who have left school and who have not found an alternative educational path or a job, and so are living in a sort of vacuum. The reasons for dropping out of school are varied, and include difficult relations with parents, the wrong friends, lack of motivation, psychological problems, drug problems or lack of financial means. These young people are reached and coached by a team of coaches aged 20 to 30 years with diverse ethnic and educational



backgrounds. These coaches, who work with an informal approach, have often had the same personal experiences as the people they are trying to help. In 2015, of the 168 young people who were approached, 71% were able to find their way to school, a job, or an internship. Furthermore almost 100% of the coaches have continued with their education or have found regular employment, mainly in social work, or have become independent professionals. The project has been awarded a prize by the ILO (International Labour Organisation) as an example of best practice in tackling youth unemployment. The idea behind this initiative is that young people can connect more easily with each other, and help each other more effectively.

Origin

The project was initiated in 2010 by the Municipality of Arnhem, thanks to a temporary law implemented for three years (2009 - 2012) promoted by the Dutch Ministry of Social Affairs and Employment that allocated a budget at national level to combat school drop-out and youth unemployment. Despite the success of the initiative, when the financial support from the government stopped in 2012,

the municipality of Arnhem was unable to further support the initiative due to budget constraints. The Dullertsstichting and the Stichting Het Burger en Nieuwe Weeshuis, a centuries-old foundation that supports initiatives developed for children and young people aged 25 years or younger, stepped in to support the project until the municipality could secure funding for the longer term. The grant given by the two foundations amounted to €125,000 and represented 50% of the total budget of the initiative. The additional 50% was collected through crowdfunding or given by the local government, schools and social housing corporations. In 2013 the municipality of Arnhem confirmed its commitment to support the initiative for five years until 2018.

How it works

With “2GetThere” the young people can choose a coach from a team of youth coaches which is very diverse: The team not only includes cultural and ethnic differences, there is also great diversity in terms of gender, age and educational background. This allows young people to identify a coach that they will be comfortable with. Often this means the coach comes from the same background or has been through a similar

life experience. Being comfortable with the coach makes it easier for the young people to regain confidence in themselves and find the right way for their personal and professional development. Coaches also benefit from the programme as they are hired for 2.5 years and during this period they receive a salary, attend training on counselling, and acquire the “rhythm of work”. Also, once the contract expires, they receive assistance in finding a job. The entire process allows them both to build self-confidence and to approach the labour market with proper work experience. Within 1 to 2.5 years after the programme, 98% of the coaches find regular employment. Currently there is a team of 8 coaches, 2 interns, 1 project assistant, 1 project leader and 1 supervisor. Beneficiaries must live in the city of Arnhem.

Collaboration

When the foundation decided to engage in this project in 2012, local government, schools, and social housing corporations decided to join the initiative and provide some financial resources. The involvement of the foundations provided a “bridge” period but the municipality of Arnhem was encouraged to contribute in order to show their engagement. The coaches work with the local employment services and youth support offices. The initiative was given visibility in the local newspaper as well.

Learnings

Keys to success - Empathy brings better results

Through the “2GetThere” team, a new approach characterised by empathy has been developed which allows a greater number of young people who have dropped out school to be reached than with traditional, more formal means.

Challenges - Making the case for a new approach

The approach of the project was often discussed at political level as it was very different from the more formal one developed by the local governments and schools. Furthermore the national

law was a temporary law of three years and there was no legislative follow-up at local level. This means that the only budget available is part of the one that the national government gives to schools to cover their operational costs. A small part of this budget must be allocated to prevent school drop-out. Through this project, the stakeholders are trying to coordinate the use of these resources in order to create synergies in activities and be more effective. The challenge was to convince the schools that using part of their budget for this project would be effective. One of the biggest challenges was also to convince local authorities that this is a very successful approach and that the (financial) support of this initiative should be made permanent. During their work, the group of coaches have identified illiteracy as one of the main challenges. More financial means would be needed for the team to be able to tackle this problem in a more effective way.

Why this project can be a model of good practice - Proven success of peer-to-peer approach

This “peer-to-peer” approach has proven to be successful as it has made it easier to reach more young people who need guidance, a group that is often difficult to make contact with. The “2GetThere” team of coaches have been able to overcome problems similar to those that the young people they are coaching are facing. The recognition by the International Labour Office (ILO) is another sign that this programme can serve as a model of good practice in tackling youth unemployment.

The peer-to-peer approach methodology makes the project easily replicable even with a small budget. Another aspect that could be replicated in other contexts is encouraging schools to use in a coordinated way the budget that they have been allocated for the problem of school drop-out and make more effective use of those financial resources.

Fondation Chimay-Wartoise

Forsud

The foundation supports initiatives that target young people, associations, local businesses and public authorities.

The main programme areas of the foundation are mobility, lifelong learning, education and training, the development of the use of digital tools, childcare, the promotion of employment at local level, disability, ageing, the development of local associative life and to a lesser extent the promotion of energy saving and green energy.

Project overview

Forsud is an initiative implemented in the southern part of the Provinces of Hainaut and Namur aiming at supporting the development of trainings for primary school teachers in order to enhance and improve their skills to boost the quality of primary education in the region.

Forsud is playing a catalyst and coordination role in gathering inputs from the different schools and in identifying and implementing trainings that respond to teachers' needs. This allows teachers to find

training opportunities in the region within a structured and coordinated framework. Forsud currently involves 6 municipalities, 6 schools, 500 teachers and 5,000 students both from subsidised free schools (écoles libres) and subsidised public schools (écoles officielles). Through this initiative the foundation was able to help different types of schools work together. This allowed the replication of initiatives and brought an "economy of scale", using in a more efficient way the resources at the disposition of schools and enabling a large number of schools to move forward in terms of quality of skills of their teachers.

Origin

The foundation has been working for 17 years in the field of training of primary school teachers and pupils. At first the foundation had encouraged schools to offer students music classes every 15 days as music was considered as a structuring element that would have helped children in building an open mind. The initiative was implemented in collaboration with the local music association, Jeunesses musicales. The principle was that the Jeunesses Musicales led the class one week and the school teacher the following week. However teachers did not intervene as they felt that they did not have the competence to give music classes. The

Project in focus



Forsud

Location: 6 municipalities located in the area around Chimay (Chimay, Momignies, Couvin, Frodchapelle, Sivry-Rance and Viroinval)

Target populations: Children / Students / Teachers / Youth

Key issues: Education and training / Professional development / Youth development

Total budget: €200,000 per year

Year: Since 2005

Geographical focus of the foundation: The city of Chimay and surroundings, Belgium

www.chimaywartoise.be

foundation engaged to ensure that teachers received appropriate music training. By opening a dialogue with teachers, it became clear that there was a need to expand training and enhance other skills. Therefore school directors, teachers and the foundations started to work together to develop training activities in further areas. In order to better structure the activities, the foundation encouraged teachers to establish a not-for-profit association (aisbl). The goal was then that the teachers did not attend trainings individually and elsewhere, e.g. Louviere, Charleroi, Brussels, Liege, but would attend trainings as a group in the area.

This project was initiated in the south of the provinces of Hainaut and Namur, which is quite far from the decision-making centres and is poorly served in terms of means of communications and transport networks where teachers could not find opportunities to improve their competences. The region indeed was lagging behind and children and young people were considered the key element for the development of the area. Investing in primary school teachers meant investing in local youth development.



Forsud is playing a catalyst and coordination role in gathering inputs from the different schools and in identifying and implementing trainings that respond to teachers' needs.

This initiative is part of a range of initiatives that the foundation is supporting targeting children and young people from 0 to 25 years (e.g. creation of a kindergarten, scholarships for students, grants for the development of talents).

How it works

At the beginning Forsud organised training for primary school teachers, as well as ensuring their jobs are covered while they are in the training. Subsequently, the project has penetrated the teaching sector in the region and has become a tool that also helps to spread in schools information and communication technologies such as interactive boards, tablets, PCs connected to the internet etc.

The activities of Forsud currently are developed following two main axes:

1. Provision of general trainings for primary school teachers (e.g. nonviolent communication, theatre, art, how to deal with students' difficult behaviours)
2. Deployment of information and communication technologies in schools with technical assistance to teachers

The role of Forsud as an association is to identify training needs, identify trainers,

organise the trainings and organise the replacement of teachers when they attend trainings. It plays a key role in terms of coordination and creation of synergies among schools. Training follows the standards and the criteria set by the Walloon Region.

Forsud currently sees the involvement of schools in six municipalities in the region: Chimay, Couvin, Froidchapelle, Momignies, Sivry-Rance, Viroinval. Every year the association presents annual programmes and budgets to the board of the foundation who evaluates them. Currently the foundation provides the project with 70% of its budget, the other 30% is provided by public authorities.

This project allows schools that are currently facing decreasing financial resources to be able to update teachers' skills for the benefit of the quality of education in the region.

Collaboration

In order to implement high quality trainings for teachers Forsud co-designs trainings with accredited training centres. Furthermore universities have expressed interest in the initiative as they try to understand the process and the context in which this unique initiative has been developed.



Learnings

Keys to success - Breaking down barriers to reach more students

Forsud is an element of aggregation and coordination of different initiatives promoted by the schools. It currently involves 6 municipalities, 6 schools, 500 teachers and 5,000 students. Barriers between subsidised free schools (écoles libres) and subsidised public schools (école officielle) were overcome when developing training. Also, now primary schools teachers and directors work together, share educational tools and are developing an approach that is by geographical area not by type of school. This allowed the programme to reach a greater number of teachers and students.

The approach of proceeding gradually and capitalising on the knowledge and the relations with teachers and directors allowed the initiative to grow significantly over the years.

On 13 May 2016, at the occasion of the 'day Mus'école' 700 teachers attended 40 trainings. Following the success of Forsud, the creation of a school focussing only on training of primary school teachers is under evaluation.

Challenges - Building bridges

One of the challenges was the lack of networks between the different types of schools: subsidised free schools and subsidised public schools. This was slowly overcome through the years and now schools are collaborating.

An important everyday challenge is to be attentive to the training needs that are emerging and make sure that the programme does not fall into a routine. To this end it is really important to maintain the motivation and to encourage people involved in the project to propose new ideas. It is not just a matter of creating the network but also animating it through meetings and encouraging teachers to share ideas that they have come across and consider relevant.

The fact that the foundation has been established by an abbey has led some directors not to send their staff to trainings as they were afraid that the trainings would have a religious connotation. This barrier has been overcome by opening a dialogue with directors.

Another important challenge was to ensure the sustainability of the project by making people understand that the aisbl needed to be financially autonomous and that there was a need to find funds different from the ones provided by the foundation. To this end the foundation assisted the directors and teacher to fundraise from the region.

Why this project can be a model of good practice - Bringing economy of scale

Through this initiative the foundation was able to help different types of schools work together. This allowed the replication of initiatives and brought an "economy of scale", using in a more efficient way the resources at the disposition of schools and enabling a large number of schools to move forward in terms of quality of skills of their teachers.

Fondation de Lille

Bourses de l'Espoir (Scholarships for hope)

Fondation de Lille is the largest regional foundation in France. The foundation aims to be a trustworthy interface between donors and beneficiaries, in partnership with public and private local players, to tackle the issues affecting the region.

The foundation supports activities in the following fields: local social actions (actions sociales de proximité); education; training; labour market insertion; fight against illiteracy; international solidarity; intercultural dialogue and promotion of the Francophonie; and climate change.

Project overview

The main aim of the Bourses de l'Espoir (Scholarships for hope) is to provide equal opportunities through education and training by giving financial support to individuals of different ages who are facing challenges in continuing their education or training to access the labour market.

This action is particularly relevant as the foundation operates in a region of France with the youngest population, a very high unemployment rate and a very low standard of living. Through this successful initiative, the foundation leverages small grants to have a big impact on the lives of people experiencing difficulties. Within this programme, the foundation also supports associations that implement small projects at local level to fight illiteracy and to promote cultural diversity and living well together. Since 2007 240 individuals have benefited from the Bourses de l'Espoir. Each year an average of €75,000 is allocated for 50-55 scholarships. Since the beginning of the programme around €500,000 has been allocated for a total of 271 scholarships.

Origin

The region of Nord- Pas- de- Calais has around 4 million inhabitants with the area around Lille being the most developed. The region has a very young population, a high unemployment rate and a very low standard of living. This situation is linked to the economic background of the region, historically based on the textile and mining sectors which have experienced a severe crisis in the last decades. Illiteracy in the region is also much higher than the national average, presenting another obstacle to accessing the labour market. Furthermore the Nord- Pas- de- Calais

Project in focus



Bourses de l'Espoir (Scholarships for hope)

Location: Nord-Pas-de-Calais

Target populations: Disadvantaged people / Students / Unemployed / Youth

Key issues: Education / Employment / Professional development
Social integration / Youth development

Total budget: Average of €75,000 per year, for 50-55 scholarships. Since the beginning of the project, approx. €500,000 has been allocated for a total of 271 scholarships.

Year: Since 2007

Geographical focus of the foundation: Hauts-de-France (former Nord-Pas-de-Calais and Picardie)

www.fondationdelille.org

is a border region with a strong cultural diversity that is perceived more as a liability than an opportunity to exploit. In order to tackle this problem the foundation - together with local companies, the municipality, social services, universities and other relevant stakeholders - decided to initiate this programme.

How it works

The programme provides financial support to two main groups. The first comprises academically strong students aged 17 or older who often have already enrolled for higher education or specialised training, but are finding it difficult to continue due to financial reasons. The second group is made up of individuals who face a situation such as illness or unemployment, obliging them to attend specific training to re-enter the labour market, the cost of which cannot be covered by the state or local organisations.

Potential beneficiaries are identified by students' social services, universities, grandes écoles, local associations, and employment offices. A first selection of applications is done by the Ethics and Arbitration Committee, which is composed





The main challenge is to maintain the engagement of local companies... which allows companies to feel ownership of the initiative.

of representatives of civil society. Next, candidates are interviewed. There are two main criteria to select beneficiaries. The first is the social criterion - the scholarships are not necessarily given to people who excel, but to people who have shown effort and who are facing a social problem. The second criterion is based on geography - priority is given to persons from the region or who have been living in the region for at least three consecutive years (with some exceptions). If an applicant does not fit the criteria of the programme, the foundation may decide to direct him to another foundation who could support the request.

The type and level of the education/ training curricula is not a criterion - the scholarships support every type of curriculum. The scholarships can be used both to cover tuition costs or living expenses.

The foundation is also committed to providing continuous support, even after the recipients have received financial help facilitating the search for a job or an internship. A club of the winners of the scholarship, Club de lauréats, was established in 2012 to bring together all the people who have received the scholarship. The main aim of this club is to allow new beneficiaries to benefit from the feedback of former laureates, to promote networking among them and to facilitate

their contacts with local businesses for potential internships or jobs. Within this programme, the foundation also supports associations that implement small projects at local level to fight illiteracy and to promote cultural diversity and living well together through different activities: access to sport, training on performing arts, and experimental writing laboratories for pupils who do not have French as their native language.

Collaboration

Collaboration is key to the success of this project. The foundation works with universities, social workers, grandes écoles, other foundations and local entrepreneurs. Knowing how to work in partnership is essential as the foundation does not have the resources and sufficient expertise to carry out the programme alone. Particularly important is the relationship with banks and local companies that help scholarship recipients to obtain internships, apprenticeships or regular employment. This phase is particularly crucial as often beneficiaries, and in particular students, do not have the contacts to obtain even a first job or internship. In this way, local companies and banks play a dual role: financial supporters and potential employers. Furthermore within the board of the foundation there is an Ethics and Arbitration

Committee (Comité éthique et d'arbitrage), composed of civil society representatives, which can make suggestions on the activities of the foundation.

Learnings

Keys to success - Leveraging resources

The financial aid allocated by the foundation creates a leverage effect that allows the scholarship recipient to obtain additional resources from other structures, e.g. the sum given by the foundation is often boosted by additional resources provided by the school or university.

Challenges - Keeping local companies engaged

The main challenge is to maintain the engagement of local companies in the implementation of the programme. It is therefore important to make sure that there is a "return" on their investment which allows companies to feel ownership of the initiative and to realise that it is positively impacting on local development. To this end a ceremony is held annually which enables companies to come into contact with the grant recipients. Furthermore regular informal breakfasts are organised with all partners aimed at raising issues and finding joint solutions. In this context one of the biggest challenges is to attract the attention of the local media. Local media coverage would be

a key driver for raising the visibility of the initiative, showing that there are organisations working together for the improvement of the population's living conditions and a consequent growth in terms of partnerships and beneficiaries.

Follow-up of beneficiaries of the grant and the establishment of relations among them are also important challenges as they have often attended different types of training and may have different backgrounds. Last but not least is the need to be up to date on the training and education sector in the region.

Why this project can be a model of good practice - Replicable methodologies

The Bourses de l'Espoir shows how a foundation can leverage small grants to have a big impact on the lives of people experiencing difficulties. Similar partnerships can be created in regions facing similar problems. The methodology for the analysis of dossiers can be replicated, as long as the projects are tied to the needs of the territory.

Fondazione Cassa di Risparmio di Cuneo

EmergenzaCasa (Housing Emergency)

The foundation focuses exclusively on public and social benefit activities in the fields of social cohesion, welfare, culture, education, and sustainable local development, mainly in the district of Cuneo, in south Piedmont, Northern Italy.

Established in 1992 from the former Cassa di Risparmio di Cuneo S.p.A, the foundation operates through disbursements of contributions to public and private non-profit entities and through projects promoted directly, in partnership with local players.

Project overview

EmergenzaCasa (Housing Emergency) aims to highlight the housing emergency in the province of Cuneo. The project provides one-off economic contributions and related services in support of families and individuals that are at risk of eviction or face severe difficulties in paying their

rent due to the economic crisis. Currently, 17 municipalities in the province, covering a total population of about 283,000 inhabitants, are participating in the project. The project entails three different actions: an initiative to prevent eviction; an initiative to manage the housing crisis by renovating buildings to be temporarily used by families in need; and a pilot measure to encourage independent living of citizens under 30. A new entity has been created in each participating municipality to manage the project - the local commissions for housing emergency. These are not considered as legal entities but rather as working groups composed of the municipality, the local entity in charge of social-assistance services, and the different local associations that are active in the field of social emergencies (such as Caritas, etc.). These commissions illustrate how essential coordinated efforts are to success in tackling this issue.

Origin

Between 2010 and 2011 the foundation took a series of actions to address the problem of an increase in poverty generated by the economic crisis. Indeed, in a rather wealthy region of Italy the economic crisis hit families later than in other less wealthy regions, and slowly started to manifest through alarmingly growing rates of unemployment and other situations of difficulty. At the same time, Fondazione

Project in focus



EmergenzaCasa (Housing Emergency)

Location: 14 municipalities in the Province of Cuneo, Italy (Alba, Borgo S.D., Boves, Bra, Busca, Ceva, Cuneo, Dronero, Fossano, Mondovì, Racconigi, Saluzzo, Savigliano, Sommariva B.),

Target populations: Disadvantaged people / Families / Unemployed / Youth

Key issues: Employment / Housing / Poverty reduction

Total budget: €1.2 million in 2015. More than €4 million has been spent in total between 2011 and 2015.

Year: Since 2011

Geographical focus of the foundation: Piedmont Region, Province of Cuneo, Italy

www.fondazioneccrc.it

Cassa di Risparmio di Cuneo's observatory "Centro Studi" was undertaking a socio-economic analysis of the territory that would shed a light on the real situation and critical issues faced by citizens as a consequence of the crisis. The foundation's subsequent actions were developed with a strong evidence base, to ensure that its work would address the real problems of the population. After meeting the key actors dealing with the social emergency problems in the province, the foundation proposed a new model of partnership to ensure good communication and effective collaboration among the partners. Indeed, the different organisations were lacking coordination. The foundation has played a key role in unifying the different entities and supporting them in working together successfully.

How it works

The Housing Emergency project has revolved around three main actions. The first one, and the largest in terms of proportion of the budget, aims to prevent the eviction of families that are temporarily unable to pay their rent. This is done by stipulating a "pact of solidarity" that is signed between the family or individual at



The foundation has succeeded in creating important new synergies among the different actors who are usually tackling different aspects of the same issues independently...

risk, the owner of the house and the local commission for housing emergencies. The owner receives the money from the commission to cover the rental debts and commits to keeping the tenants for the next six months. Additionally the owner also tries to renegotiate the rental agreement into a more balanced and sustainable one for the tenants, upon an analysis of their real economic situation. The second type of action comes into play when an eviction cannot be avoided. The municipalities devote resources to renovating apartments that can temporarily host the evicted families.

The third type of activity consists of a pilot initiative to help young people under 30 who have a precarious job situation to be able to live independently. The financial support in this case is given to help cover the rental fee for one year in exchange for the beneficiary's commitment to a minimum number of hours of social work and volunteering. This initiative is indeed also promoting volunteering among young people as a way to be more engaged in their community while also gaining their economic independence.

The selection of the families or individual in need is done by the commission on the basis of a set of criteria defined by the commissions together with the foundation and stated in the convention that is stipulated at the beginning of each cycle of the project. The families receive a one-off

yearly support, but they can apply again in a new cycle if still in need. The total budget allocated for the project by the foundation is divided each year among the 17 municipalities to be distributed among the selected families and individuals.

Collaboration

Collaboration among the various actors in these housing emergency situations – from the beneficiaries themselves to social workers to government agencies to the foundation – shows how each plays a key and complementary role. Flow of information and coordination is essential for the success of the initiative. The local media has played an important role in covering the initiative at a local level, ensuring that all actors have a say and are well represented in this framework.

Learnings

Linking the related issues of housing and employment

In 2015, a total of 591 agreements were signed in the different municipalities, and about 1600 total in the 5 editions of the project with a commitment of more than €4 million by Fondazione Cassa di Risparmio di Cuneo. Throughout the years the foundation has observed a clear connection between housing and employment issues, frequently faced at the same time by the same person.

Indeed, very often the impossibility to pay the rent for those applying for the Housing Emergency's support was a consequence of a job loss. At the same time, alleviating eviction risk allowed the person more time to dedicate to the search for a job. Therefore, in 2014 the foundation decided to partially connect the housing emergency project with the Employment Emergency project, which was created in parallel to tackle the rise in rates of unemployment produced by the crisis. This merged project has been already modified upon testing it for a couple of years, and is now becoming more and more effective in addressing the housing problem by supporting the reinsertion of the individual in difficulty in the labour market.

Challenges - Efficiency in collaboration

Initially, it proved difficult to create an efficient network and collaborative group among the different actors, as they were not used to working together. In this area, the foundation has played the key role of catalyser, as opposed to simply a provider of resources. The foundation is also starting to reflect on an exit strategy since in the long term it does not want to act as a substitute to the municipalities in addressing the problem, and believes that it is important to avoid the need for support becoming chronic.

From 2015, the foundation has open a



dialogue with Regione Piemonte, to try to ensure that the resources allocated by the state to the regions will complement those allocated by the local administration once the foundation has exited the project.

Why this project can be a model of good practice

Through the Housing Emergency project, the foundation has helped address a serious issue faced by the region's population. The foundation has succeeded in creating important new synergies among the different actors who are usually tackling different aspects of the same issues independently, and are now instead constituting a new strong entity capable of uniting forces to have more impact in resolving the problem.

Fondazione con il Sud

San Gennaro extra moenia - A door from the past to the future

The mission of the foundation is to strengthen the role of voluntary and third sector organisations and foundations in promoting local development, without replacing the role of public institutions.

The foundation enhances the social infrastructure, which is a requirement for civil and economic development of the South of Italy. The foundation is active in Southern Italy (Basilicata, Calabria, Campania, Puglia, Sardinia and Sicily).

Project overview

Rione Sanità, originally a neighbourhood for Naples' wealthy aristocracy, has long been characterised by high rates of unemployment, poverty, and the widespread presence of Camorra, which turned it into one of the most disadvantaged area of Naples. One of its greatest historical and artistic examples of heritage, the Basilica of San Gennaro and its catacombs, connects Rione Sanità with the more wealthy area of Naples

through a door. After 40 years of being closed, the door was finally reopened as a consequence of the renovation of the basilica made possible thanks to the support given by Fondazione con il Sud.

The physical reconnection of the two areas of the city was also a symbolic reconnection and re-appropriation of the community with its territory and heritage, re-boosting its history and culture, and promoting its youth potential.

Through this initiative, implemented between 2008 and 2010 by a partnership led by Naples' archdiocese, not only were the catacombs successfully reopened to the public in 2010, increasing enormously the tourism in the area, but this also produced a number of other initiatives. Indeed, more than ten local young unemployed people have become tour guides; two info points have been set up; and a B&B has been opened to encourage tourists to lodge in the area. The catacombs have been restored successfully to become accessible to all, making them the first site of this kind in the world entirely accessible to disabled people.

In the first year of the relaunched activity, they have registered a 297% increase of visitors, the majority being foreign tourists, and generating an income of more than €180,000 euros.

Project in focus



San Gennaro extra moenia - A door from the past to the future

Location: Rione Sanità, neighbourhood of Naples

Target populations: Tourists / Unemployed / Youth

Key issues: Arts & culture / Cultural heritage / Social integration

Total budget: €370,000 spent by the foundation plus €100,000 co-financed

Years: 2008-2010

Geographical focus of the foundation: Southern Italy (Basilicata, Calabria, Campania, Puglia, Sardinia and Sicily).

www.fondazioneconilsud.it

Origin

A call for proposals to enhance the cultural and artistic sector as a social development tool in the southern regions of Italy was launched in 2008 by Fondazione con il Sud. The Archdiocese of Naples responded to the call with a proposal for the reconnection between the neighborhood and the archeological area, combined with the support to local social enterprises.

The proposal perfectly fit the criteria of selection of the foundation in many aspects. Indeed, the project was presented by a local partnership, strongly rooted in the territory, and was aimed at renovating a historical building while also engaging in the local area in its artistic and touristic management, in particular the young people of the area, with significant social returns.

Moreover, it presented a good sustainability plan, significant co-financing, and the key engagement of volunteers, all representing important criteria for the foundation.

How it works

Along with the architectural renovation of the basilica and its catacomb, the training of the tour guides and information staff, the creation of the two information points and the B&B, other side activities have been developed. Indeed, the profit generated by the initiative has also served to support two more organisations of youngsters in the area: an electrician and technician social enterprise (Officina dei Talenti) which takes care of the maintenance of the spaces and installations, and one of artisans-artists (Iron Angels) which realises works of Arte Povera to enhance the value of the space and creation of related events. A taxi-cooperative has been supported to bring more tourists to the area, and the local restaurants, shops and artisans have welcomed positively the initiative proposing related projects to complement the initiative.

Collaboration

A good engaged partnership with different local actors has been one of the key elements determining the success of this initiative. Created in 2006, the cooperative La Paranza which has been reinforced through this project, has trained the tour

guides, giving a job to 10 youngsters and is now in charge of the entire management of the Catacombe. L'Altra Napoli, a well-known local organisation recognised internationally, which was originally created by a group of friends with a strong commitment to the territory of Naples and in particular Rione Sanità, has been able through its wide network to attract the for-profit sector and other funds for the sustainability of the project.

The media engagement, which has been significant at the local level but also nationally, has played an important role also in promoting tourism in the area, which has increased significantly.

Learnings

Key to success - Locally-rooted partnerships

Having a locally-rooted partnership has turned out to be one of the key elements for the success of the project. Indeed, although its methodology remains valid and has already proved to be replicable, the social return and outcome have not been equally relevant when replicated by the same partnership in another area of Naples, outside of their main area of commitment which is Rione Sanità. It has therefore been observed that the rooting the partnership locally is an essential ingredient to keep in mind for future replications of this project.

Challenges - From grantgiving to co-creating

An initial challenge that has been observed is the difficulty of working collaboratively in a partnership, not simply dividing the roles and being accountable for each partner's part, but putting in place a real process of co-designing and co-creating, and moving away from the process of the traditional grant allocation. The accountability report has also



presented some difficulties, due to the lack of experience with this kind of reporting. Eventually, despite their different natures and backgrounds, the partners have managed to work together and create real synergies to achieve the important results creating a shared methodology.

Why this project can be a model of good practice - Successful synergies

This initiative has proved to be a good example of how to bring social economic benefits through the enhancement of the cultural and historical heritage of an area. Thanks to the long period of its development, it has been possible to involve different actors of the community and to bring transversal results also from a cultural point of view. The income from the tickets to access the sites has been used to fund a young local orchestra inspired by Abreu's famous model. But the most important unexpected outcome of the project has been the creation of Fondazione San Gennaro which is now operating in the neighbourhood with the objective of building on the synergies created through the project. The foundation aims to trigger the change from the bottom towards a sustainable and participatory development of Rione Sani

Fonds 1818

Green Schoolyards

Project in focus



Green School Yards

Location: Netherlands, The Hague and Surroundings

Target populations: Children / Families / Neighbours / Youth

Key issues: Education / Environment / Nature / Social Integration / Youth development

Total budget: €6 million (plus €4 million fundraised by the schools)

Years: 2010-2015

Geographical focus of the foundation: The city of The Hague and surroundings

www.fonds1818.nl

Fonds 1818 supports numerous social initiatives focusing on care, welfare, art, culture, nature, the environment and education. Alongside financial support, the foundation also helps organisations by providing them with knowledge and networks.

Fonds 1818 was established in its present form in 1992. It is a private, non-profit organisation created to make donations to projects of general interest in the area around The Hague in the Netherlands. In doing so, the foundation operates closely in line with the ideals of its predecessors, the original Dutch savings banks at the beginning of the 19th Century.

Project overview

The Green Schoolyards programme aimed at giving primary school children a place to experience a diversified natural environment where they could play more peacefully during school hours, and giving their families and the whole neighbourhood access to a common open-air space after school and

during the weekends. The experience has also turned out to be an important development opportunity for all the actors involved, who were able to share their knowledge and experience and learn from each other in a number of related fields. A total of 240 private or public schools were each allocated a grant for an amount between €8,000 and €25,000 for a total of €6 million invested by the foundation (including the cost of the website and conferences organised around the initiative), and another €4 million fundraised by the participating schools.

Origin

The foundation started receiving some general grants applications to bring more nature into schools located in wealthy neighbourhoods. Convinced of the potential of applying this same idea to schools in less advantaged neighbourhoods where children have less opportunity to be in contact with nature, the foundation decided to start a specific programme with this purpose and to allocate €200,000 to a defined number of schools. The foundation first launched the initiative in one of the cities where it is traditionally active, and before opening the call for applications, the foundation invited all the schools to participate in an “inspirational session” with some experts presenting examples of schoolyard designs. The foundation eventually expanded the programme both geographically and financially, and dropped the initial set number of schools that could apply.

How it works

The main activity of the programme was the actual planning and consequential building of the green schoolyards. The grants were allocated to the schools that were selected following these criteria: the schoolyards had to be accessible to the public during the evenings and weekends; children had to have a big say in the design; schools needed to present a plan for maintenance; and the yards had to be designed with a diversity of natural elements.

During the process, the foundation proposed a series of workshops on safety, design, fundraising, education, and on how to involve volunteers. Additionally, the foundation soon realised that trainings were needed to provide the schools with some competence to deliver their sustainability plan since this was not among their traditional core activities. Each school was asked to participate in maintenance workshops with 5 representatives (including teachers, neighbours, and parents). This was a great opportunity for all actors involved to gain new skills, share and deepen their knowledge but also start to work more collaboratively.

Collaboration

For this initiative, which was covered by the local media, the foundation worked together with the municipalities on the educational side and in the maintenance workshops. Indeed, it was already foreseen within the local administration's yearly plans and activities to deliver educational experiences in nature. By joining this initiative they could comply with these and provide the experience daily in the school yards instead of just occasionally with an external trip. Initially, the foundation explored possible collaborations with other foundations but finally no other donor expressed an immediate interest. Nonetheless, some additional private funding raised by the schools did come from foundations.

Learnings

Key to success - Flexibility

Being flexible and in a continuous dialogue with the actors involved has been key in the success of the project. Indeed, the independence of Fonds 1818 in managing the programme ensured a higher level of freedom to listen, understand and re-shape or adjust the programme in the process to better satisfy the needs of the schools and other actors involved. The full process ended up being very organic, inclusive and well-connected to the realities on the ground.

In addition to this, the foundation decided that no co-financing would be required of



the applicants, and that 100% of the project would be financed. This is different from how these types of grants usually work. As a consequence, the schools felt very relieved that there was no compulsory fundraising requested, and, with the pressure off, they managed anyway to raise voluntarily an average of 100% more in total.

Challenges - Predicting workload

The programme brought a lot of extra work for schools and in some cases, with the financial support of the foundation, they had to hire process managers, which had not been foreseen at the outset. The accountability of the grant was another complex aspect to manage for schools, as they are not often accustomed to working with foundations and these types of projects. Additionally, it was not possible to anticipate from the beginning how many schools would apply and consequently how much additional work would follow under the responsibilities of the foundation's project manager. It turned out to be a very demanding programme to manage.

Why this project can be a model of good practice - Successful approach to a universal issue

The main goal of the programme was to bring children in contact with nature. The programme has met this goal clearly, enriching the lives of the children greatly. Reports from the schools show that the

children are playing much more peacefully, enjoying the diverse stimuli provided by the schoolyards. A paved schoolyard is often occupied by children playing soccer, while other corners are dedicated to relaxation and observation. In addition to this, schools that tended to compete against each other have started to be much more collaborative on a daily basis, after working together on this project.

The initiative has encouraged a movement of embracing the natural environment as a key life and learning experience and it has lifted up this field to a higher level. The initiative has been adopted as an example by some political parties that have put forward a motion in the parliament which was accepted to raise national funds from the government to support this type of initiative in other parts of the Netherlands. Moreover, two universities and one high school are now working on a Phd on the green schoolyard, for which they have raised some EU funds and created a consortium which includes the participation of the foundation for the knowledge side. The aim is to bring nature into the curriculum of schools.

Fonds Schiedam Vlaardingen e.o. YETS Foundation

The foundation's aim is to support projects which contribute to the quality of society with the income from the endowment. The foundation is active in the fields of social welfare, arts and culture, healthcare, sports, education, nature and environment.

Fonds Schiedam Vlaardingen e.o. was born of two local banks, the Bondsspaarbanken of Schiedam and Vlaardingen. When these banks were sold to a national bank the proceeds were used to create an endowment for this foundation.

Project overview

Through this project, Fonds Schiedam Vlaardingen e.o. is tackling very serious and widespread issues faced by numerous youngsters in the area of Schiedam, such as dropping out of high school and following destructive paths. In the three years of the project, high success rates of students

and a and a reduction in negative social outcomes have been observed in the area. The YETS Foundation works with young vulnerable people in disadvantaged neighbourhoods and uses The YETS Methodology in all its projects implemented and executed by the local coaches in collaboration with local partner organisations. Fonds Schiedam Vlaardingen e.o. supports the YETS project in a school in Schiedam, where students are selected from the second year of the high school and get involved in the programme for two years. The selection takes into account several aspects, including who among the students has the greatest need and could profit the most from its activities of personal development and social integration. Indeed, the YETS projects are based on three pillars: sports, education and social integration. By participating in the programme, the students have to be committed to the three aspects, so they do not only participate only in the sports trainings but they also have to show a certain behaviour, follow the rules, take their educational courses seriously, and actively contribute to the social activities. Up until now the foundation has granted €37.680.

Origin

The YETS Foundation's founder and director had originally obtained a youth

Project in focus



YETS Foundation

Location: The Netherlands, Schiedam

Target populations: Disadvantaged people / Students / Youth

Key issues: Education / Health / School drop-out / Social integration / Sports / Youth development

Total budget: €38.000 to date

Year: Since 2014

Geographical focus of the foundation: Cities of Schiedam, Vlaardingen and Maassluis

www.fondssv.nl

grant from Fonds Schiedam Vlaardingen e.o., for a one-day event to provide basketball training as an educational and personal development tool to vulnerable students who had no access to sport. Falling very well in the main areas of support of Fonds Schiedam Vlaardingen e.o., it was decided to implement this initial project and increase the financial support allocated to it in the Life College in Schiedam. The school had been previously part of another initiative of the foundation, called the "8-to-8 concept" which aimed at providing more opportunities for students to participate in educational and personal development activities that otherwise would have not been accessible to them, by extending the closing time of the school until 20:00.

How it works

Besides the sports training, which represents the main activity of the project, a number of side activities are proposed around it, such as study tables, art workshops, movie nights and other community activities (e.g. days with the elderly, tours to accompany people with disabilities, activities with refugees. etc.). The full set is considered key in developing the students' professional

and social skills; in shaping their role within the society; and helping them learn how to connect with the different actors in their community. These activities are not directly covered by the grant allocated to YETS, but the students are encouraged to apply separately to the grant application 'Your Idea' of Fonds Schiedam Vlaardingen e.o. to develop the social activities they are interested in. This serves as part of their educational training, to stimulate their active participation in the community, develop their skills and learn how to present their project and connect with relevant actors to get it funded and realise it. The grant, which has a maximum of €2,000 and only covers operational costs, is generally open to young people between 12 and 25 years old who wish to develop activities for their social environment.

Collaboration

The main partners in YETS projects are always schools, and, depending on the specific school, other partnerships may be created. Financially, municipalities and other business (Rabobank gave its support in one edition of the project) are also involved. Additionally, the social activities involve different community partners that can vary



depending on the projects proposed: In the past, sports clubs and day care centres for the elderly have been part of these activities. The University of Amsterdam has played an important role both in designing the methodology and in evaluating the project.

Learnings

Keys to success - Trust and collaboration

Among the key elements of the success of the project, one is certainly the trust in both the project leader and the school where the project was implemented. The school had a very good understanding of the critical issues faced by the students, and the project leader was the right person to create the empathy they needed to generate motivation and engage in the programme seriously. Collaborating with other parties such as local governments was also essential for the full development of the project.

Challenges - Tackling social problems of beneficiaries

The social problems faced by the youngsters could represent a challenge for their continued engagement in the programme, and very often they lack support from their family for different reasons. Building good locally-rooted partnerships is also essential for this project, and can be challenging.

Why this project can be a model of good practice - A holistic approach

By covering the three areas of sports, education and social integration the project offers a range of activities that have an impact on the individual's growth and touches on different aspects of personal development. The programme also shows improvements in participants' health: The students get the chance to participate in outdoor activities, they are offered one healthy meal per week and get to have a healthy, nutritious breakfast each day in an age where nutrition is essential for the development of the brain and functioning of an individual.

The YETS Foundation and project implemented in the Life College, also represent successful outcomes of various grants and link back to previous or current initiatives of the foundation, bringing continuity across the foundation's range of focus areas. According to the mid-term evaluation conducted by the University of Amsterdam, which also developed the YETS methodology, the first project was a real success and ended up with a team joining an international basketball tournament in Italy (for many participants it was the first time they had gone abroad). The YETS project has been implemented in other schools, including one in Ghana, and has already proved to be replicable and successful in other contexts.

Fundación Barrié

Science Seed Fund

Project in focus



Science Seed Fund

Location: Galicia, Spain

Target populations: Businesses / Researchers / Technology transfer officers

Key issues: Entrepreneurship / Research / Science / Technology transfer

Initial endowment: €5,5 million (investment up to 2015: €3 million)

Years: Since 2011

Geographical focus of the foundation: Galicia, Spain

www.fundacionbarrie.org

The aim of the foundation is to foster the sustainable development of Galicia, Spain with particular emphasis on human capital investments.

The foundation is active in the following areas: heritage and culture; education; research and social action. The foundation's headquarters is in A Coruña, Spain.

Project overview

With the Science Seed Fund Fundación Barrié aimed at creating a methodology to foster the generation of economic returns out of excellent research

produced in Galicia. The fund exclusively supports research groups that are working on high quality projects with results that can be applied in society with a potential to be commercialised. Fundación Barrié played a key role in defining new ways for collaborations between academia and industry to achieve a common goal complementing each other and proving that high quality research is compatible with the market. Four projects are currently supported in a range of disciplines from biomedicine to high-performance computing software, showing promising results including four validated proofs-of-concepts, three new international patents, and two new Galicia-based companies.



Origin

In a region with an ageing population, a high rate of unemployment and high production costs, Fundación Barrié started to think about ways to boost prosperity in Galicia through a more balanced, diversified, and sustainable growth. Following an intuition that science could bring positive development in the region, the foundation commissioned the first report on science in Galicia comparing its research system with international standards. The research found that their system was comparable to the other countries from a technical point of view but was not generating the same level of economic income. Therefore, the foundation decided to create and explore new ways to put industry actors and scientists together to work on the improvement of technology transfer and create projects that generate an economic income while also impacting positively on society. To build their model, the foundation analysed examples from other countries and finally decided to establish a Science Seed Fund to create public-private partnerships that would generate economic value from research and intellectual capital.

How it works

The foundation, in partnership with technology transfer offices, universities, and research centres, made an initial selection of 75 projects that were in line with the purpose of the fund. After technical, legal, and economic pre-screening, evaluation and due diligence processes with international experts, this list was reduced to seven projects that were presented to the investment committee and

evaluated considering the quality of the technology, its uniqueness, its advantages over existing technologies, the team behind it, the competition, the expected returns, and estimated time to be introduced in the market. Finally, five projects were chosen. Four projects are currently supported in a range of disciplines from biomedicine to high-performance computing software, areas in which research proved to be excellent in the region. So far, €3 million has been spent for the project.

With a few exceptions, the fund supports activities that are not strictly research such as the study of patentability and freedom of operation, prototyping work, eligibility check for international patents, feasibility studies, identification of potential commercial applications, definition of business models, proof of concepts, search for partners, etc.

In order to address all the critical factors and achieve the objectives of the fund and, therefore, to produce economic value, it proved to be necessary to set up new companies and licensing technologies to existing business. In this framework, a number of coaching activities and support have been offered in parallel by experts to support the researchers and technology transfer professionals in improving their skills and managerial capabilities; to develop the business plans; to create international networks; to commercialise results, etc. These included training by international technology transfer experts; creating and developing international specialised business fora; and developing transferable skills for researchers.

Fundación Barrié is the leading partner bringing financial resources but also market

intelligence, contacts, expertise, business direction, etc. Being the leading funder allows the foundation to have more flexibility and speeds up some practical processes to match the rhythm of the market.

Collaboration

The foundation works with a range of partners in this initiative. The groups of researchers that receive support may be linked to universities, hospitals, research groups, or other foundations. Among these are University of A Coruna, University of Santiago de Compostela, hospital foundation Ramon Dominguez or Gradiant (Galician Telecommunications and Technology Center Foundation). A regular and fruitful collaboration with the business community is a key element of the fund as well. Various types of funders have been involved in the Science Seed Fund, including investment funds, venture capitalists or angel investors. Local authorities make up another key group of partners. Fundación Barrié has started a new project to transfer the Science Seed Fund methodology to public authorities so that the model can be replicated and scaled up. Over the next year, the foundation will indeed work with the Galician Innovation Agency to reproduce and improve the model developed so far.

Learnings

Key to success - Starting with excellence

One key element of the success of this project was being able to identify existing scientific excellence in the region, and using this as the basis of the project. Starting from an excellent quality of

research was essential for the project to succeed.

Challenges - Finding new ways to work together

The biggest challenge for Fundación Barrié was to find new ways of collaboration between academia and industry, which were not used to working together in the past to achieve a common goal complementing each other's roles. Another challenge was to strengthen the entrepreneurial mind-set of researchers.

Why this project can be a model of good practice - Developing a clear, replicable methodology

This initiative is considered a best practice because the foundation has succeeded in developing a new model for technology transfer. It is based on a clear and tested methodology that can be transferred, improved, and implemented elsewhere and that can also continue to exist and be fostered in Galicia in the future. As a matter of fact, through the Science Seed Fund, Fundación Barrié is not simply developing the methodology but it is also learning while using it and building it. Moreover, after a few years from its inception, the foundation is now observing a real change in the research community culture and mentality which seems to be more proactive and business oriented. This is proving that high quality research is compatible with the market, and is capable of producing positive economic outcomes and well-being.

Trust for London

London Living Wage

The foundation works to reduce poverty and inequality in London by funding the voluntary and community sector and others, as well as by using its own expertise and knowledge to support work that tackles poverty and its root causes.

The foundation focuses on the problems of social isolation, injustice and exclusion and recognises the need to provide help for young people between the ages of 10 and 25 experiencing poverty. The foundation supports projects involving: The provision of advice, information and assistance with advocacy, local initiatives to combat racial harassment or crime, as well as education and training initiatives and schemes. The foundation is also involved in its own initiatives include locally-based work, social funding programmes for which applications are invited, and alliances with other funders to deal with certain complex issues.

Project overview

As part of the foundation's work around low pay and in-work poverty, Trust for London launched the Living Wage Special Initiative in 2009 investing more than £1 million with the aim to deliver "a step change" in the number of employers voluntarily signing up to the living wage. Focusing on low-paid workers made sense as this benefits the communities they live in and addresses segments of the population that the Trust has been working with for a long time. The Living Wage Special Initiative works with and alongside the Living Wage Campaign which was launched in 2001 by London Citizens UK. The Trust's special initiative consists of a combination of campaigning and employer accreditation; research on the impact and benefits to employers and employees as well as on the costs to employers paying the living wage; and an impact evaluation of the initiative. Since its launch in 2001, the Living Wage Campaign has impacted tens of thousands of employees and put over £210 million into the pockets of some of the lowest paid workers in the UK.

Currently, paying the Living Wage is a recognised sign of good practice in employment. In 2015 the number of accredited employers reached 1,500. By May 2016, the number had gone up to 2,500

Project in focus



London Living Wage

Location: London, United Kingdom

Target populations: Disadvantaged people / Employers / Low-paid employees

Key issues: Employment / Poverty reduction / Social integration

Initial endowment: Approx. £1 million, second instalment of £250,000

Year: Since 2009

Geographical focus of the foundation: London, United Kingdom

www.trustforlondon.org.uk

Origin

Building up from the concept of a Living Wage that was rooted in various traditions, the modern UK Living Wage Campaign was initially launched in 2001 by members of London Citizens UK. As a result of the growing interest from a number of employers, the Greater London Authorities established the Living wage Unit in 2005 to calculate the London Living Wage. Convinced of its importance and willing to support and improve its traction, in 2008 Trust for London decided to select the campaign as a special initiative and made an initial grant of about £1 million. The Trust would set up an advisory group and work alongside campaign organisers on the campaign. The foundation was de facto working on the basis of the findings of the first London's Poverty Profile also supported by Trust for London, which was showing an evident increase in the numbers of the benefits recipients together with other signs of higher levels of poverty as a consequences of the economic crisis. Indeed, Trust for London engaged in the campaign at a critical time right before the crisis, with a substantial investment over a long period of time, and on an issue that was perceived as quite controversial



in the country, and therefore rather risky. Nonetheless, despite some initial reservations inside the organisation, the Trust finally was convinced to embark in this initiative.

Since the engagement of Trust for London, the Living Wage Campaign has grown into a national movement.

How it works

The three elements of the initiative are the campaign, the research, and the evaluation.

The foundation has used its asset base as a way of encouraging and influencing agencies it works with or invests in to become living wage employers. Trust for London also expects all its advisors, auditors, and investment managers to be accredited living wage employers and it requires the same for any kind of corporate event, working only with living wage employers. Indeed, for the foundation the investment is not just an arm's length funding relationship, but rather a full engagement in it.

Collaboration

It's in the foundation's organisational culture to work with other organisations. The Living Wage can be seen as an example of communities, businesses, campaigners and other groups creating synergies to find practical, non-statutory means to address working poverty.

For each element of the initiative, a strong

and solid collaboration has been built: London Citizens UK has worked on the campaign and accreditation; Queen Mary University has been commissioned to carry out the research on the impact and benefits for the employers and employees of a Living Wage; and the Institute for Public Policy Research (IPPR) and the Resolution Foundation, with whom the foundation had already collaborated in the past, have examined the costs to employers of paying a Living Wage. Finally, a multiyear evaluation has been conducted by Cambridge Policy Consultants to assess the impact of the initiative. The initiative is also supported by an Advisory Group which includes representatives from a range of different sectors. While there was not initially a lot of participation from other funders, the initiative is now supported by a number of other funders. Media have also played an important role: The foundation has succeeded for example in engaging a widely and freely distributed newspaper "Evening Standard" to spread the campaign. The media coverage has contributed to making the campaign more consistent, and it has now developed a life of its own.

Learnings

Key to success - A solid evidence base

According to the foundation, the key elements for the success of such an initiative have been a solid evidence base



that has supported the initial mandate and determined the subsequent objectives; mutual understanding and support among the different partners; and a good media strategy. For the latter, it seems to be important to be self-aware as an organisation and have an understanding of what embarking on such initiative can mean to be able to defend the position of the organisation and its motives. It is essential to be flexible and willing to embrace change according to shifting external circumstance and to not pull out at the first challenge.

Challenges - Uneven progress

Despite the successes of the initiative so far, progress in some key target sectors have proven to be difficult: in particular in the social care, hospitality, retail and education sectors. Typically the foundation is not an expert in the taxation system, and has now gained much more knowledge in this area, but it could have been helpful to have a broader background understanding since the beginning.

Why this project can be a model of good practice - Achieving far-reaching impact

A key achievement of the initiative has been the setting up of the Living Wage Foundation which has been accrediting employers since 2012. This has triggered more than anything

else a step change in terms of the number of employers reached, resulting in more than 1,000 employers signing up including a number in the public sector. A great number of people are benefitting from more wages in their pockets according to the research conducted by the Queen Mary University, and the employees themselves are happier because of less turnover and a higher quality of employees.

By demonstrating its direct impacts, benefits and costs, the Living Wage has gained a space in the political and business debates, and low pay is now on the agenda of local governments. In London some districts are setting up their own living wage commissions. Similar initiatives have taken place also in other cities in Europe.

Tulip Foundation

The Marketplace

The mission of the foundation is to encourage social responsibility in Bulgarian society by enhancing cooperation among civil society, the corporate sector, and national and local authorities to improve the quality of life and developmental opportunities for the people of Bulgaria.

Project overview

The Marketplace is a local event that aims at facilitating supply and demand of materials, goods, services and volunteering between civil and business organisations without the exchange of money.

Every participant organisation promotes the services and goods that it could offer in exchange for some others that they would need. This initiative, started by the Tulip Foundation in 2010, could be considered

as a good practice as it has implemented a methodology that positions businesses and not-for-profit organisations at the same level. Through this process the mind-set has changed and participating organisations have adopted a more active, stronger role not perceiving themselves only as grantees but also as contributors. This project is also helping NGOs and businesses to overcome the lack of resources to cover the costs for services and goods provision due to the economic crisis. Since 2010, 37 Marketplace events have been organised in 11 municipalities in Bulgaria.

Origin

The project started in 2010. The Tulip Foundation, which had already been active for 10 years, was receiving feedback from NGOs that fundraising to support their activities was really difficult. At the same time the economic crisis was already having a negative impact both on businesses that were facing difficult times and NGOs that, with fewer resources, had to support more people in need. The Tulip Foundation got inspired by the model of the Marketplace, which had already been implemented in The Netherlands, to try to alleviate the problem of lack of resources. Businesses and not-for-profit organisations realised that an effective use of resources could be done through the exchange, and not only the payment, of goods and services.

Project in focus



The Marketplace

Location: 11 municipalities in Bulgaria

Target populations: Businesses / Children / Civil society / Elderly
Local community / NGOs / Youth

Key issues: Community empowerment / Professional development

Total budget: €100,000 allocated since the beginning of the initiative

Year: Since 2010

Geographical focus of the foundation: The foundation does not limit its support to one geographical region, but instead supports locally-rooted initiatives with a limited geographical focus.

www.tulipfoundation.net



How it works

The Marketplace is a local event that aims at facilitating supply and demand of materials, goods, services and volunteering between civil and business organisations. The event, which is implemented in partnership with local municipalities, brings together NGOs, local civil groups, local businesses or local branches of big businesses, and local media. The Marketplace is open to anyone who has an interest in participating, including local activists, children, youth, and individuals. Others involved include people who receive some support in the framework of a local NGO programme to actively participate in the organisation and implementation of the event. This is a really important aspect as it involves the community in a genuine way.

The first step in setting up one of these events is to establish a "local initiative group" that will coordinate the work and that is ideally composed of 1 representative of the business sector, 1 representative of the NGO sector and 1 person that is an expert in public relations/communication and who has contacts with local media. The Marketplace events do not take place in "everyday" venues but in the city halls, museums, galleries, and cultural clubs

Through this process the mind-set has changed and the NGOs have adopted a more active, stronger role and have shed the perception of themselves as just grantees and not contributors.

of the municipalities. This provides a special atmosphere that facilitates the networking among participants and increases the effectiveness of the exchange. The foundation plays an active role in the preparatory phase, an essential element for the success of the event. Preparations may last 1-2 months and see the foundation providing trainings to local NGOs and staff of the municipality on the methodology of the Marketplace. The foundation provides all the materials for the training and guidelines for the organisation of the event.

At the event, an example of exchange could be a local NGO that is looking for computers to start a basic ICT training programme in local schools. At the same time a local bank is upgrading its computing equipment. A possible deal could be that the bank gives its old computers to the NGO and in exchange the NGO makes available its expertise or offers to organise team-building activities for the bank, involving the employees in one of the activities of the NGO or providing the bank with their premises for a meeting or celebrations. This is particularly valuable for small local businesses that often do not have the resources or the space to organise these types of activities. It is also important to make the engagement of the municipality visible during the Marketplace by, for example,

inviting local officials to the opening, and having well-known local people such as writers, artists, and athletes chair the event. This helps the event to gain visibility and ownership within the local community.

Since 2010, 37 Marketplace events have been organised in 11 municipalities in Bulgaria.

Collaboration

The key partnership is with local municipalities that host the events and help the foundation in identifying local NGOs and businesses to invite to the events. The local NGOs and business communities are essential parts of the initiative.

Local media also play an important role to inform the local community about the work of NGOs and to identify which businesses are “socially committed”. This is a key element to building ownership of the initiative within the local community. Inviting the media falls within the responsibility of local partners. This helps avoid the perception that the event is promoted by an external actor based in Sofia.

Learnings

Challenges - A partnership of equals

The element that is key for the success is the approach based on partnership

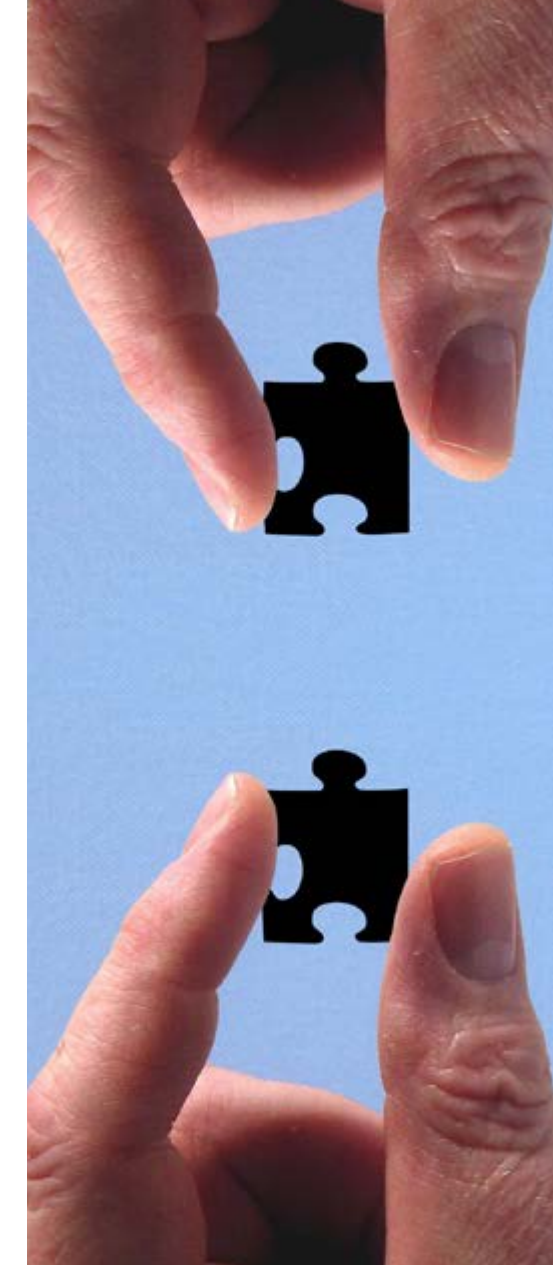
between equals: NGOs and businesses are on the same level and have resources to offer that could be exchanged for other services or goods that could fit their needs. It is really important to make sure, through trainings and information, that all players understand the mechanism in order to avoid chaos on the day and consequently the failure of the initiative.

Another element that contributes to the success of the initiative is the balance that has been kept in the areas of work of NGOs. Ideally it would be good to have NGOs working in the social field, sports, environment, and culture. This allows the businesses to find more easily what they could be interested in, facilitating the matching.

Sometimes local clubs, sport clubs, schools, local museums and galleries decided to join the event even if they were not officially registered as NGOs. These players, e.g. museums, showed enormous potentials in terms of resources that could be made available to business or to NGOs.

Challenges - Nurturing confidence of NGOs

The biggest challenge was to make the NGOs understand the value of their work at local level even if they receive limited support and that they do have resources to exchange with businesses and other NGOs - especially in terms of human



capital, knowledge and expertise. Through trainings and guidance the foundation helped NGOs to acquire an understanding of their strengths.

Why this project can be a model of good practice - Companies and non-profits as co-creators

This initiative could be considered as a best practice as it has implemented a methodology that positions businesses and not-for-profit organisations at the same level. Through this process the mind-set has changed and the NGOs have adopted a more active, stronger role and have shed the perception of themselves as just grantees and not contributors. This initiative is easily replicable as it is based on an easy methodology that is implemented step-by-step.


About the EFC

The EFC is the platform for and champion of institutional philanthropy - with a focus on Europe, but also with an eye to the global philanthropic landscape.

We support our members, both individually and collectively, in their work to foster positive social change in Europe and beyond. Our European and global perspective on institutional philanthropy and the landscape it inhabits gives us a “helicopter view” that presents a unique opportunity for us as an organisation, hand in hand with our members, to reflect on, understand, engage with and together strengthen the environment for philanthropy.

Established in 1989 by 7 foundations, the EFC now represents more than 200 philanthropic organisations, including foundations and corporate funders.

[The EFC Regional Foundations Network](#) aims to exchange ideas and practical expertise to build a sense of community among European foundations working regionally.

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Philanthropy House | Rue Royale 94 | 1000 Brussels, Belgium | +32.2.512.8938 efc@efc.be | www.efc.be | www.philanthrophyhouse.eu