

FOUNDATIONS: FROM PRIVATISATION TO COMMON GOOD

A COMMEMORATIVE
EVENT OF
THE EUROPEAN
DAY OF FOUNDATIONS
AND DONORS - 2014



SPEAKERS WHO & WHAT

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fondazione
cariplo



Associazione
di Fondazioni e
di Casse di Risparmio Spa

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GIUSEPPE GUZZETTI



Giuseppe Guzzetti has been Fondazione Cariplo President since February 5, 1997 (confirmed on May 10, 2013 upon election of the new Steering Board). On April 12, 2000 he was appointed Chairman of Acri, the association representing Italian banking foundations. Between 1979 and 1987, Guzzetti was Chairman of Lombardy's Regional Committee. Between 1987 and 1994, he served as Italy's Senator, sitting on both Italy's First Senate Committee on Constitutional Affairs and Joint Parliamentary Committee on Institutional Reforms. Between 1992 and 1994 Guzzetti was also a member of the Council of Europe and the Western European Union (WEU).

DESCRIPTION OF ORGANIZATION

Fondazione Cariplo supports public benefit projects of nonprofit organizations by selecting grantees and projects under calls for proposals and in other manners. The Foundation also designs and implements its own projects developing models that can be replicated. The areas of focus of the Foundation's action are the Environment, Arts & Culture, Scientific Research, Human & Social Services. The Foundation's primary geographic focus is Lombardy and the provinces of Novara and Verbano-Cusio-Ossola, but it also supports some international initiatives. The funds the Foundation uses for its philanthropic action are those earned from disciplined, responsible management of its assets.

LESTER M. SALAMON



Lester Salamon pioneered the empirical study of the nonprofit sector in the United States and has extended this work to other parts of the world. Author or editor of more than 20 books, his recent works include: *America's Nonprofit Sector: A Primer, 3rd Ed.* (Foundation Center, 2012); *The State of Nonprofit America, Vol. 2* (Brookings Press, 2012); *Rethinking Corporate Social Engagement: Lessons from Latin America* (Kumarian Press, 2010), *The Tools of Government: A Guide to the New Governance* (Oxford University Press, 2002); and *Global Civil Society: Dimensions of the Nonprofit Sector, Vol. 2* (Kumarian Press, 2004). Newly published by Oxford University Press in 2014, *Leverage for Good: An Introduction to the New Frontiers of Philanthropy and Social Investment* and *The New Frontiers of Philanthropy: A Guide to the New Tools and Actors Reshaping Global Philanthropy and Social Investing* explore emerging forms of philanthropy.

DESCRIPTION OF ORGANIZATION

The **Johns Hopkins Center for Civil Society Studies** at the Johns Hopkins Institute for Health and Social Policy is a leading source of ground-breaking research and knowledge about the nonprofit sector, social investing, and the tools of government. Working in collaboration with governments, international organizations, investment innovators, and colleagues around the world, the Center encourages the use of this knowledge to strengthen and mobilize the capabilities and resources of the public, nonprofit, and for-profit sectors to address the complex problems that face the world today. The Center conducts research and educational programs that seek to improve current understanding, analyze emerging trends, and promote promising innovations in the ways that government, civil society, and business can collaborate to address social and environmental challenges. Follow the Center on Twitter (@JHUCCSS) and Facebook.

ABSTRACT

Philanthropicization through Privatization: Building Permanent Endowments for the Common Good

With the resources and capabilities of governments barely growing or in decline around the world, yet the problems of poverty, ill-health, and environmental degradation ballooning daily, it is increasingly clear that new energies, and new resources, are urgently needed to address the world's pressing social and environmental challenges. Charitable foundations offer one possible source of such energies and resources. Properly structured, governed, and resourced, foundations can function as the providers of crucial "social venture capital", serve as a bridge among societal actors, and focus on long-term societal needs. But where can the significant assets needed to establish such foundations come from?

Lester Salamon of the Johns Hopkins University will present the initial findings of a major international inquiry into a proven and promising answer to this quandary that entails channeling proceeds of privatization transactions into a charitable foundation – a phenomenon he has termed "Philanthropicization through Privatization" or "PtP." This inquiry has so far identified over 500 "PtP Foundations", including some of the largest and most reputable foundations in the world, as well as surfaced recommendations for more wide-spread implementation of the concept around the world.

FRANZ KARL PRÜLLER



Franz Karl Prüller is a Member of the Executive Board of ERSTE Foundation which he joined in 2005 as Programme Director for Social Development. His responsibilities include the planning and execution of ERSTE Foundations grant giving as well as managing its function as major shareholder of Erste Bank Group. Prior to 2005 he held various positions in Caritas Austria (1988-2005), where he last served as Secretary General in charge of the international programmes from 1996 to 2005.

He holds a BA in International Studies from Webster University, St. Louis/USA and a Master of Science degree in Development Management from the Open University in England.

Currently he serves on the Supervisory Boards of Zweite Sparkasse in Austria and good.bee Credit, a microfinance institute in Romania, as well as in the Steering Committee of the European Fund for the

Balkans. Franz Karl is Deputy Chairman of NEF and from 2014 he represents ERSTE Foundation in the Governing Council of the EFC.

DESCRIPTION OF ORGANIZATION

In 2003, **ERSTE Foundation** evolved out of the Erste Oesterreichische Spar-Casse, the first Austrian savings bank. ERSTE Foundation is the main shareholder of Erste Group. The foundation invests in the development of societies in Austria and Central and South Eastern Europe. It supports social participation and civil-society engagement; it aims to bring people together and disseminate knowledge of the recent history of a region that has been undergoing dramatic changes since 1989. As an active foundation, it develops its own projects within the framework of three programmes: Social Development, Culture and Europe.

ABSTRACT

ERSTE Foundation is a saving bank foundation according to the Austrian savings bank law. The savings banks (SB) originated in Austria in the early 19th century as public entities without public or private ownership. Following the example of the Italian SBs the Austrian savings banks law of 1999 created the possibility for SB foundations to be established. Currently there are 35 SB foundations in Austria with ERSTE Foundation being the biggest, and the only one also active internationally. ERSTE Foundation was established as the legal successor of the Erste Österreichische Spar-Casse and is the largest shareholder of Erste Bank Group. She has developed a philanthropic programme that spans the fields of Culture, Social Development and European Integration and is implementing it in 13 countries of Central and South-Eastern Europe. The different projects that were developed over the last 10 years by EF show a wide range of possibilities in support of contemporary cultural expression, social and financial integration as well as support for democracy and exchange in Europe.

ANDRÉ STØYLEN



André Støylen (born 1968) took the position of managing director of Sparebankstiftelsen DNB (Savings Bank Foundation, Norway) in January 2014. Previously, he was CFO of Norwegian Red Cross 2009-2013 and Commissioner for Finance in the City of Oslo 2002-2007. His work experience also includes being State Secretary in the Norwegian Ministry of Environment and consultant in McKinsey&Co. Støylen is deputy chairman of the Supervisory Council of the Norwegian Central Bank and chairman of the board of LHL-klinikkene as (specialised hospitals). He was member of the board of the Norwegian National Museum from 2008 to 2013.

DESCRIPTION OF ORGANIZATION

Sparebankstiftelsen DNB (DNB Savings Bank Foundation) was formed in 2002 when Gjensidige NOR Sparebank was converted into a limited liability company. The bank's core capital was converted to shares, and the authorities decided that any capital not in the possession of external owners should be owned and managed by a foundation.

Gjensidige NOR Sparebank later merged with DNB, and the foundation is today the second largest shareholder in DNB – the largest financial group in Norway. The foundation has two objectives: being a long-term owner of DNB, and continuing the savings bank's tradition of donating its profits to charitable causes. The market value of the foundation's assets is approximately 3 billion euro. Donations are made in four main areas: arts/culture, cultural heritage/history, nature knowledge/outdoor activities and local communities.

ABSTRACT

Over the last 200 years Norwegian savings banks have played an important role in philanthropy, and in building strong communities and national institutions. In recent decades, savings banks have transformed through mergers, private equity, conversion to listed companies and even mergers with commercial banks. Increasingly, the savings banks' philanthropic tradition is continued by savings bank foundations. There are today 25 savings bank foundations in Norway, with a total book value of € 3 billion (market value approximately € 6 billion). DNB Savings Bank Foundation is by far the largest, with close to 50 % of the total value. Through grants and investments, the foundation is a vital contributor to local and national projects for common good in the areas arts and culture, cultural heritage, community activities and nature knowledge.

JENNIFER GILL



Jennifer Gill is currently the CEO of the ASB Community Trust based in Auckland, New Zealand. Her career in philanthropy started in 1985, working alongside Sir Roy McKenzie who appointed her as the Executive Officer of his personal foundation, and subsequently as a Trustee and Chair of the JR McKenzie Trust. Jennifer was a founder and board member of the Funding Information Service and Philanthropy New Zealand (PNZ). She recently retired from the Board of PNZ after 23 years of service. Jennifer was a founding Trustee of and Chair of the Wellington Regional Community Foundation. From 1994 to 2004 Jennifer was the CEO of Fulbright New Zealand. She was a Board member of the Asia Pacific Philanthropy Consortium from 2007-2011. In 2011 Jennifer was invited by the Rockefeller Foundation to participate in the Bellagio Initiative, a six month exploration into the future of philanthropy and international development in the pursuit of human wellbeing.

DESCRIPTION OF ORGANIZATION

One of twelve community trusts, **ASB Community Trust** is a philanthropic grantmaker supporting the rapidly growing and diverse communities of Auckland and Northland in northern New Zealand, covering 1.5 million people, one third of the country's population.

Trustee Savings Banks began in New Zealand in 1846. In 1847, the Auckland Savings Bank was opened, championed by a Scotsman, Sir John Logan Campbell – one of the founding fathers of modern Auckland. The ASB Community Trust was formed through the creation of a Trust Deed under the Trustee Banks Restructuring Act 1988. The Trust was settled with 60 million NZD1 prepaid ordinary shares in ASB Bank Limited, representing 100% of the issued capital. Over the next 12 years the shareholding was sold in two tranches to the Commonwealth Bank of Australia. The Trust currently has an endowment of NZD1.1 billion, an annual grants budget of NZD40 million and has made grants totalling NZD832 million since inception.

ABSTRACT

The creation of the community trusts of banking origin has had a profound effect on New Zealand philanthropy. Established under statute in 1998, the trusts were created from the sale of the trustee savings banks, established by Scottish settlers in the 1840s. Twelve trusts now contribute at least NZD100m annually to charitable organisations through the country.

The NZ economy has been through significant restructuring over the past three decades. The creation of the community trusts as the owners of banking assets on behalf of the communities that the banks had served for 150 years was an innovative response to the vexed political question of who owned “ownerless” assets. Over the decade from 1985, governments moved significant banking, port and electricity and water utilities into community trusts. However, since then NZ has seen the continued privatisation of state-owned assets, without further consideration of trusts to hold assets on behalf of communities.

FRANCESCO PIEROTTI



Lawyer. He has been Head of Legal Affairs at Fondazione Cariplo since November 1998. In this capacity, among other things, he oversaw the review of the foundation's bylaws and compliance with regulatory changes introduced in the sector. He sits on the Board of Directors of various foundations – namely Giordano dell'Amore, ARiSLA (Amyotrophic Lateral Sclerosis research), and Filarete (Biosciences and Innovation) - as well as of Quaestio Capital Management SGR S.p.A. and Futura Invest S.p.A.

ABSTRACT

Foundations of banking origin are peculiar entities. The purpose of the privatisation process under the Amato-Carli Act was not that of explicitly creating a new type of non profit organization; these new entities were rather the outcome of a public policy with completely different aims.

Francesco Pierotti will highlight the key moments of the complex path that led to the final affirmation by the Constitutional Court of the private legal nature of foundations, following a lively and hard dispute claiming assets' public nature. The Fondazione Cariplo was among the first foundations enforcing the reform and it is presently deemed an operational role model. It has demonstrated capacity to innovate, both with respect to its assets' management and the grant-making activity (currently totalling 140 million per year on average). Since 1992 the Fondazione Cariplo has contributed approximately 3 billion euros to philanthropy (inclusive of the funds established for Volunteerism and Grants Stabilisation), ensuring a 4,81% increase of the market value of its assets, net of grants, in that same period.

NIGEL SIEDERER



Nigel Siederer has worked in the UK NGO sector for over 40 years, having worked at local, regional and national levels. He is founder and principal of the Good Foundations Consultancy, which advises NGOs in the UK and internationally on governance and strategy. He specialises in work with and for grant-making foundations, carrying out grant assessments and research, and writing on policy issues. From 1990-2002 he was first chief executive of the Association of Charitable Foundations, the UK's key network of grant-making organisations. In that capacity, he established Philanthropy UK, a pioneering initiative to encourage new philanthropic giving, and edited the journal *Trust & Foundation News*. A founder trustee of Advice UK and formerly of the National Council for Voluntary Organisations (UK) and Fair Trials International, he currently chairs the McDougall Trust for Electoral Democracy.

DESCRIPTION OF ORGANIZATION

The **Good Foundations Consultancy** was established in 2002 by Nigel Siederer, former chief executive of the UK's Association of Charitable Foundations. The Consultancy works with NGOs, advising on governance, trustee responsibilities, and government relations. It helps with constitutional issues including registration with regulatory bodies for companies and charities. One of the Consultancy's specialisms is work with grant-making foundations, which it helps with assessment of applications and evaluation of outcomes of grants. It also undertakes research assignments in the UK and internationally. Recent work includes assessing major grants for the Burdett Trust for Nursing and Colyer-Fergusson Charitable Trust, establishing the legal framework for a new philanthropy initiative, contributing to the '*Philanthropication through Privatisation*' study, and co-authoring *Family Foundation Giving Trends 2012*.

ABSTRACT

Foundations may be small or large, ranging in scope from local to international. Some take pride in innovation, while others are content to fund the same organisations year after year. They are independent of governments, usually with an endowment from which they spend investment income. They try to support things which governments can't or won't do. They like to promote: public life cultural and recreational activity, historic monuments and museums, special public events, and the 'third sector' with its special contribution to civil society; thinking research and 'blue sky' ideas, a long-term approach, and experimental and alternative activity; pluralism minorities, diversity, and neglected groups, socio-economic development and 'start-ups', and independent advice for citizens in asserting their rights.

WILHELM KRULL



Since 1996, **Wilhelm Krull** has been running the Volkswagen Foundation – following his studies in German, philosophy, education and politics, an appointment as a DAAD lecturer at the University of Oxford, and leading positions at the Wissenschaftsrat (German Science Council) and at the headquarters of the Max-Planck-Gesellschaft (Max Planck Society). Besides his professional activities in science policy as well as in the promotion and funding of research, he was and still is a member of numerous national, foreign and international committees.

He devotes himself to the furtherance of foundations on the national and international level. From 2003 to 2005, he was Chairman of the Hague Club, an association of some 25 major European Foundations and from 2006 to 2008 he chaired the Governing Council of the European Foundation Centre. From 2008 to 2014, Wilhelm Krull was Chairman of the Bundesverband Deutscher Stiftungen (Association of German Foundations).

DESCRIPTION OF ORGANIZATION

The **Volkswagen Foundation** is an independent foundation incorporated under private law with registered office in Hannover. Its overall funding volume of around 150 million euros per year makes it Germany's largest private research funding foundation, and indeed one of the country's largest foundations altogether. Since it was founded more than 50 years ago, the Volkswagen Foundation has allocated more than 4.2 billion euros in support of over 30,000 projects. It is thereby one of the largest common benefit foundations under private law in all of Germany.

In accordance with its statutes, the Volkswagen Foundation supports the humanities and social sciences as well as science and technology in higher education and research by providing targeted impulses through its funding. The Foundation develops its own funding initiatives with a focus on pioneering future-oriented fields of research.

ABSTRACT

It will take many building blocks to ultimately live up to the enormous challenges ahead of us. One of them clearly is closely connected with the critical analysis and constructive appreciation of the structures and processes leading to successful transformations of the proceeds from privatization efforts into permanent endowments devoted to the common good.

BENOÎT FONTAINE



After having studied the Law, **Benoît Fontaine** worked as Director of a Belgian Youth Information Centre. During this period of time he has been elected as Chairman of the French speaking Federation of Youth Information Centres. In 1999 he joined the King Baudouin Foundation. With an annual budget of 30 million euros, the KBF is the biggest foundation in Belgium. He launched for instance a Venture Philanthropy Fund, an investment fund to help social profit organisations to manage changes and to grow. He is also in charge of the Observatory of the civil society which gathers facts, trends and data on the sector.

DESCRIPTION OF ORGANIZATION

The **King Baudouin Foundation** is an independent, pluralistic foundation working in Belgium and at the European and international level.

We seek to change society for the better, so we invest in inspiring projects and individuals.

In 2013 we provided a total of 28 million euro in support to 2,000 organisations and individuals. A total of 2,000 people generously made their expertise available on independent juries, steering groups and advisory committees. The Foundation also organises round table discussions on important social issues, shares research results through (free) publications, enters into partnerships and encourages philanthropy, working 'through' rather than 'for' the King Baudouin Foundation.

The Foundation was set up in 1976, on the occasion of the 25th anniversary of King Baudouin's reign.

CHARLES BELL



Charles Bell is Programs Director for External Relations and Advocacy for Consumers Union, the publisher of Consumer Reports magazine, where he is involved in policy and advocacy work on health care and other consumer protection issues. Since 1995, he has worked with other Consumers Union staff to encourage strong public oversight of conversions of nonprofit health corporations to for-profit companies, in some cases resulting in creation of new charitable foundations. Charles also serves as chair of the board of directors for Nonprofit Quarterly, a U.S. journal and website that reports on nonprofit management and governance, and provides news and analysis for the civil sector. He holds a BA in political science from Antioch University and has studied at the graduate level at Willamette University and Columbia University.

DESCRIPTION OF ORGANIZATION

Consumers Union is the nonprofit publisher of Consumer Reports, which has a monthly print circulation of 3.3 million and over 4 million subscribers on the web. We are an expert, independent, nonprofit organization whose mission is to work for a fair, just and safe marketplace for all consumers and to empower consumers to protect themselves. Since 1936, we have been researching and investigating consumer problems, testing products, and reporting our findings to consumers, making technical content understandable and useful to the average consumer and to media and policy leaders. Through our publications and other media, we provide unbiased information and advice about products and services, personal finance, health, nutrition, food and product safety, and other consumer concerns. Consumers Union also engages in public policy analysis and advocacy to help protect consumers, through offices in Washington, DC, New York, Texas and California.

ABSTRACT

In the U.S., over \$18 billion in charitable assets has been protected in new charitable foundations as a result of hospital and health insurance privatizations. The new health care foundations are meeting a wide range of unmet community needs, and improving the health care system through strategic and responsive grantmaking. Through their grants and policy leadership, the foundations are supporting national and state efforts to expand insurance coverage, improve the quality and safety of care, and address excessive costs and waste in the health care system. We are making better and smarter health policy decisions as a result of these new philanthropic resources.

RUPERT GRAF STRACHWITZ



Rupert Graf Strachwitz was born in 1947, and grew up in Argentina, Rome, and Bavaria. He studied at Colgate University, USA, served in the German Army and continued his studies of Political Science and History at Munich University. His career included serving at headquarters of the Sovereign Military Order of Malta, Rome, as Regional Director of the Order of Malta German Ambulance Corps, and as President of The Duke of Bavaria's Administration. Since 1987, he has worked as professional consultant, academic researcher, and policy advisor on philanthropy and civil society. He is currently the Director of the Maecenata Institute for Philanthropy and Civil Society, Berlin. He was Vice President of German Caritas, served on a Parliamentary Commission on Voluntary Action, was Council Member of Europa Nostra and member of the Commissione Centrale di Beneficenza of the Cariplo Foundation. He teaches regularly and has published widely on civil society issues.

DESCRIPTION OF ORGANIZATION

The **Maecenata Institute (Mi)** was founded in Berlin in 1997 as an independent research centre and policy think tank, to promote knowledge and understanding of civil society and philanthropy through research, documentation, information, and exchanges between academics, public leaders, and professionals world-wide.

Research focusses on the relationship between civil society and other areas of citizen interaction, philanthropy and foundations, the legal and fiscal framework, the interchange between theory and practice. Senior students involved in civil society studies from any university and discipline may join the MI research college for regular full-day seminars (4 p.a.) and individual coaching.

Policy Advice on matters of civic engagement, civil society, philanthropy, and foundations is provided to policy makers at all levels and is strictly non-partisan.

MI operates a database of German foundations, and publishes directories and statistics, reports and working papers, and a regular newsletter. A special service is available to the media.

ABSTRACT

While never being able to compete with governments in terms of their funding capacities, the specific value of foundation activity lies in the sustainability, independence, and quality of their work. Looking at a future, where we will see the power of the nation state in jeopardy and big organisms increasingly facing severe challenges in governance and impact, it may well be that small pro-active and innovative organisations, foundations and others, can contribute to social change more than ever before. To be able to do so, foundations will need to analyze the societal needs they may be able to help meet, form alliances with other civil society organisations, reach out beyond their immediate sphere, and become more accountable to the communities they serve. Their endowment enables them to be experimental and daring in tackling the big issues of the 21st century. In an open society, their legitimacy will be judged on the basis of acceptance and output.

FABIAN ZULEEG



Since October 2013, **Fabian Zuleeg** is the EPC's Chief Executive with overall responsibility to lead the EPC, including providing strategic direction, managing its staff and resources and representing the EPC. He remains Chief Economist (a post he has held since 2010), in charge of the Europe's Political Economy Programme. Fabian holds a PhD on the political economy of EU accession from Edinburgh University. Before coming to the EPC he has worked as an economic analyst in academia, the public and the private sector.

His current research focuses on the economic and Euro crises, in particular how European policy and economic governance can address Europe's growth and employment crisis. He also has a long standing interest in the political economy of European integration, the UK-EU relationship, the Single Market, European labour markets and the EU budget. He works closely with EU decision makers, the EPC members

and partners and the wider Brussels stakeholder community. Fabian regularly comments on current political and economic issues in the EU in the media. He also chairs and contributes to a wide range of debates, conferences and seminars and has researched and published widely on European economic and social policies.

DESCRIPTION OF ORGANIZATION

The **European Policy Centre (EPC)** is an independent, not-for-profit think-tank dedicated to fostering European integration through analysis and debate, supporting and challenging European decision-makers at all levels to make informed decisions based on evidence and analysis, and providing a platform for engaging partners, stakeholders and citizens in EU policy making and in the debate about the future of Europe. The principles and values underpinning the EPC's activities are: independence and transparency; the provision of excellent, relevant and innovative research and analysis; developing cross-cutting and long-term solutions; providing a multi-constituency and inclusive platform for debate; and working in partnership with partners throughout Europe who share the principles, values and basic objectives of the EPC.

ABSTRACT

Fabian Zuleeg will discuss the role of foundations in overcoming the social and economic crises in Europe. He will set out why the European integration process remains crucial to Europe's continued progress towards peace and prosperity, and will note that increasingly the European crises, especially the economic and social/unemployment crises, EU policies and their impact are having an effect on the work of philanthropic foundations. He will thus argue that working at EU level is not an optional extra, which can be added on or not, but it rather goes to the heart of what foundations are aiming to achieve. He will then set out how foundations might be able to become more engaged with, and more aware of the impact of, EU policy processes and what scope there is for realising the shared objectives of foundations at EU level.

SARA LLEWELLIN



Sara Llewellyn is the Chief Executive of the Barrow Cadbury Trust in the UK. Her career has included ten years as Deputy Director of the City of London's largest foundation. Before that, she had a career in operating charities including as Chief Executive of a major homelessness charity in London and before that, ran a network of women's domestic violence refuge provision in South London. Sara is Vice Chair of the Association of Charitable Foundations, a member of the Governing Council and Management Committee of the European Foundation Centre, a Board member of Charity Bank and has served on a number of other national Boards, including the lottery distributors and social investors. Her background is in activism, particularly in the domestic violence movement and in local community family provision.

DESCRIPTION OF ORGANIZATION

The **Barrow Cadbury Trust** is the largest philanthropic foundation of the Cadbury family. With strong Quaker roots, we seek structural changes in the areas of economic, racial, gender and criminal justice. As a foundation, we seek to use all our resources in service of our mission; this includes creating and incubating new initiatives. We work with communities, researchers, think tanks and government, often in partnership with other grant-makers, seeking to overcome the structural barriers to a more just and equal society.

ABSTRACT

Three UK-based foundations which have all generated and incubated new organisations in the past, jointly commissioned a research study to explore this phenomenon. The Barrow Cadbury Trust, Calouste Gulbenkian Foundation UK and Paul Hamlyn Foundation are pleased now to share Diana Leat's engaging account of the issues she encountered when researching case studies across Europe. Sara will reflect on this from a foundation perspective.

DIANA LEAT



Diana Leat has held research posts in universities and think tanks in the UK, the US and Australia. Having spent some time focusing on research into grant-making foundations, Diana spent a year with the Carnegie Trust in the UK developing the first research centre for philanthropy in the UK (CGAP), and compiling a series of case studies on social change philanthropy. Diana is currently a Visiting Professor at Cass Business School, London and at the Centre for Philanthropy and Nonprofit Studies, QUT Brisbane Australia. She is the author of over 120 articles and books on the non-profit sector and social policy, specialising in philanthropic foundations. Until its closure in 2013 Diana was a trustee of the Diana, Princess of Wales Memorial Fund in the UK. Her most recent books include *Private Battles*, a study of the work and challenges of the Rockefeller Foundation in Europe during WW II, and *The Inventive Foundation*, a study of foundations creating new ventures.

ABSTRACT

Endowed foundations often see their role as to support existing organisations. But foundations are well positioned to act as institutional entrepreneurs. They have deep knowledge of particular fields, a unique overview, broad networks, and resources. They are sufficiently 'outside' the mainstream public, private and non-profit sectors that they can imagine new ways of doing things; at the same time, they are sufficiently embedded to acquire resources and open doors to put new ideas into practice. This presentation will give examples of the work of 'inventive foundations' in Europe and discuss some of the challenges for the foundation wanting to act as an institutional entrepreneur.

EWA KULIK-BIELINSKA



A journalist, social activist and NGO manager. Since 2000 with the Stefan Batory Foundation in the capacity of Development and Communication Director. Since 2010 Executive Director of the Foundation.

A leader of advocacy efforts to create enable legal environment for development of philanthropy and civic activist in Poland and Europe. Involved in drafting the Law of Public Benefit and Volunteerism, Public Collection Law and developing recommendations for reform of Foundation Law and Law on Associations.

Initiator and founder Polish Donors Forum where she served as chair for two concurrent terms. A NGO sector representative at the first Council for the Public Benefit Activity, an advisory body at the Minister of Social Policy. Currently a member of the Working Group at the Chancellery of President of Poland Force on Enabling fiscal and legal environment.

In 2001-2005 member of the Governing Council of the European Foundation Center in Brussels, since 2006 - a member of the EFC Legal Committee. In 2010 – reelected to the Governing Council of EFC. In 2014 elected a Chair of the EFC.

Expert of international team which prepared feasibility study on European Foundation Statute for European Commission. Author of articles on the NGO-government cooperation, foundation law, endowment building and philanthropy development published.

Honored with the medal of the Minister of Education for activity in Solidarity underground; the Minister of Culture's award for promotion of free speech; and the Order of Poland Restored (Polonia Restituta) for activity in the anti-communist opposition of 70's.

DESCRIPTION OF ORGANIZATION

The **European Foundation Centre (EFC)**, founded in 1989, is an association representing more than 200 public-benefit foundations and corporate funders active in philanthropy in Europe and beyond. The EFC develops and pursues activities in line with its objectives: creating an enabling legal and fiscal environment for foundations; documenting the foundation landscape; strengthening the infrastructure of the foundation sector; and promoting collaboration, both among foundations and between foundations and other actors, to advance the public good in Europe and beyond.

In all that it does, the EFC employs respect, openness, innovation, transparency, integrity, and excellence in performance. As an organisation, the EFC believes in working collaboratively, commits to equity and fairness and embraces diversity.

The **Stefan Batory Foundation** is an independent private foundation registered as a public charity under Polish law. The mission of the Foundation is to support the development of an open, democratic society in Poland and other Central and East European countries. The Foundation focuses on improving the quality of Polish democracy, enhancing the role of civic institutions in public life and developing international cooperation and solidarity, especially with the EU Eastern neighbors. The main form of the Foundation's activity is grant distribution to non-governmental organizations in Poland and abroad.

ROCCO CORIGLIANO



Professor of Economics of Financial Intermediaries at the University of Bologna. He sits on the Board of Directors of Fondazione Cariplo, Fondazione Giordano Dell'Amore, Vertis Sgr and Permico Spa. He is a member of AIDEA (Italian Business Administration Academy). He has taught at Milan's Bocconi University and at the University of Siena, and chaired the Finance, Intermediaries and Markets degree program of the University of Bologna. He has served as Chairman and Board Director at banks and other financial intermediaries. Has been President of the Ticino Olona Foundation. He authored a large number of articles and other publications on banking and finance.



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di Fondazioni e
di Casse di Risparmio Spa