

### **Speakers' abstracts**

**Ioannis Trohopoulos**, *CEO and Managing Director, Stavros Niarchos Foundation Cultural Center*

While there are many different types and kinds of PPPs, there are some characteristics, which permeate most PPPs. Naturally, these characteristics define the criteria of what is considered a PPP. The SNFCC project undoubtedly meets these criteria and even goes beyond them. The SNFCC is one of the first and largest PPP projects in Greece and one of the largest and most innovative in Europe in the sector of Culture and Education. Moreover, the SNFCC is unique, and hence different from other PPPs since despite the fact that the cost of its construction and operational preparedness is born by the Foundation alone, it will, upon its completion, be donated to the Greek state. The PPP method of the implementation of the SNFCC reflects the Foundation's holistic approach to the crisis that Greece faces via (a) *ad hoc* initiatives (commitment of 100,000,000 euros for the alleviation of the effects of the financial crisis), (b) regular grants and funding initiatives and (c) the SNFCC project. The latter will host the Greek National Library, the Greek National Opera and the Stavros Niarchos Park. It is designed and built on the ideals of the value of culture, knowledge, environmental sensitivity, inclusion, creativity and empowerment.

**Stella Chrysoulaki**, *Head, KST' Ephorate of Prehistoric and Classical Antiquities, Greek Ministry of Culture*

The Phaleron Delta is located 6 km south of the Acropolis and 7 km east of Piraeus. During the construction of the Municipal Park of Kallithea, the excavation commenced on July 2011 and was completed in August of 2012. During its length, it brought to light sections of an ancient road which is dated in the Middle and Late Protoattic period (end of 7th century BC/beginning of 6th century BC). The road was constructed of rough stones of small and middle size which were inserted in the greenish clay earth of the area. Four sections of the road were discovered, two of which you can see on the screen.

Another find that came to light during this excavation was a circular well invested with two lines of clay rings were held together by lead bonds. The clay plaques were engraved with single letters and a star-shaped symbol. The construction of the well is dated in the Early Classical period (500 BC), while it seems that it was used until the Hellenistic period (323 BC).

The second excavation in the area of the Phaleron Delta takes place since April of 2012 to present, as part of the construction of the Stavros Niarchos Foundation Cultural Centre. Archaeological finds have been revealed in two sections of the plot: in the area of the so-called Sector 5 (where the excavation has been completed), which is the site of the artificial hill of the Cultural Center, and in the area of the future built canal. Both areas are occupied by sections of an Archaic cemetery.

Up to this day the excavation has revealed 697 burials. Of them, 390 are burials in pit graves, for which however it has been impossible so far to trace the limits of the pits and 248 are

pot burials, that is burials of children placed inside sizable pottery vessels. Furthermore there have been located 40 funerary pyres, 11 animal burials, 5 larnakes and 3 cist graves.

The burials are found in great density and without a specific orientation or position. Furthermore, in most cases the burials are superimposed.

Pottery vases, as funerary offerings, have been associated mostly with pot burials of children, which may contain 2 to 4 funerary offerings and are mainly dated in the 7th and 6th century BC. Only few funerary offerings are dated in the 5th century BC, such as the ones on the screen and are associated only with pit graves.

The bioarchaeological study of the skeletal material has until now revealed that we are dealing with a population with interesting pathological conditions (lesions) and traces of everyday hard labor. Few skeletons belong to individuals who have been buried with metal bonds on their wrists and present us with traces of ill treatment.

The study will be completed with lab analyses which will answer questions regarding the social stratification of the time, nutrition and possible diseases of the population, family relations and the origin of the individuals, as well as the environmental changes of the time in the area of the Phaleron Delta, which must have certainly had an impact on their way of life.

**Myron Michailidis, Artistic Director, Greek National Opera**

In a welfare society, cultural organizations have a duty to guarantee cultural justice for all citizens, without bias. They have the fundamental task of ensuring full access to the noble commodity of culture, overcoming financial constraints and eradicating all forms of social exclusion. Because culture is, perhaps, the single most significant factor contributing to social cohesion, a shield for social solidarity, which is, after all, the essential goal of a welfare society.

The principal goal of the GNO's outward-looking policy is to strengthen social cohesion by ensuring that the art of opera is not a privilege exclusive to a particular class of people, that it lifts all social and economic discriminations. Opera is for all.

Establishing the lyrical theatre as a sine qua non for all social groups is the main philosophy governing the GNO's policy line, be it by opening its doors to the unemployed – an initiative that was widely lauded in the media as an example for other organizations around the world to follow – to the tour of the Opera Bus around parts of the city, the performances of the Pocket Opera at unconventional public locations, or the interactive opera educational program conducted at 70 schools all around the country and involving the participation of 350 educators and 21,000 students: The GNO presents a full body of initiatives and activities, some of which have been embraced by the Stavros Niarchos Foundation, which has made a valuable contribution, foremost among which is the relocation of the GNO to the Stavros Niarchos Foundation Cultural Center (SNFCC) by the end of 2015.

**Anders Åslund, Senior Fellow, Peterson Institute for International Economics**

The old social welfare state is being replaced with a new social welfare society in Europe. The old laissez-faire economy died in the Great Depression. After World War II, the social welfare state arose, but it became too expensive and inefficient, and it did not offer all it promised.

During the last thirty years, the social welfare state has gradually been transformed. One country after the other has been hit by crisis and changed. New thinking have arisen and political change has brought reforms. The insight is arising that any nation can build a modern welfare. The cure likes in bringing public expenditures under control, reform the state, eliminate the budget deficit, reduce public debt gradually, lower tax rates, deregulate markets, and expand the role of the private sector, both profit-seeking and non-profit. The most difficult sectors to reform are education and health care.

Neither the market nor the state can offer everything. In old times, family, clan and church provided important supplements. In developed societies, philanthropy is providing part of many important services, notably social welfare, research, education, health care, policy and art. It is likely to take on more functions, for example, the collection and distribution of objective news. The spheres of relative efficiency and quality between state, market and charity vary over time. The ideal should be to offer the best supply of the highest quality at the least cost to everybody. While such a function has too many independent variables to be optimized, such an ambition should prevail.

A great challenge and opportunity is the IT revolution. It has provided the whole world with instant global access to news, but old media collapse. Government secrecy as well as privacy are being challenged. Online education is an enormous potential that can quickly raise education standards throughout the world. The IT revolution alters the role of state, market, and philanthropy in many sectors.

**William Antholis, Managing Director, Brookings Institution**

Since the emergence of the modern democratic state in the late-18th century, non-governmental organizations have seized a role in shaping how social welfare services are to be provided:

- NGOs provide a way for active citizens to appeal to the government to provide social welfare services;
- NGOs themselves have seen it as their role to provide for social welfare and other public goods.

Both have become essential functions in modern democracies. Some societies have considered it best for NGOs and Foundations to play one role or the other. Yet it is critical to strike a balance between the state and NGOs in providing social welfare services. Not all NGOs can be both effective advocates and effective direct providers. As a result, it is critical

to design government functions and the rules for NGOs to allow NGOs to contribute in a meaningful way.

Two models:

Most western societies see social service organizations modeled after one of two theories. Each model has dysfunctions:

*Minimalist State:* de Toqueville's enlightened self-interest: deliver ideas AND advocate government action

Pros

- Direct effective delivery at grass-roots level
- Direct citizen engagement with other citizens; strengthens communal bonds
- Responsibility of recipients is direct to those providing services

Cons

- Difficult to get to scale for delivering ideas AND services
- Greater chance for arbitrary treatment and exclusion of some citizens
- Potential for under-funding
- Small scale leads to lack of professionalism

*Great Society:* State delivers services; NGOs aggregate interests and represent ideas

Pros:

- Economies of scale for service delivery when done by the state;
- Lack of duplication of effort;
- Higher professionalism in public service delivery (in theory)

Cons:

- State public service delivery is a monopoly, therefore little incentive to improve product.
- Larger role for state undermines ability to raise funds for social NGOs
- NGOs lack direct practitioner engagement, so often lack necessary skills and knowledge to be effective advocates

Think tanks largely follow these divergent models in the US and Europe.

In the US, largely independent of the government.

- At federal level: proliferation of think tanks. Given large scope and mission, have found ways to fund themselves. Vibrant competition of ideas.
- At the state level, a real weakness. Little funding. Little independent ideas for policy-makers.
- At all levels, potentially captive of funding sources, and directly represent narrow interests. Independence from political parties remains a challenge.

In EU, largely connected to government or official political parties.

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- At the federal EU level, only a few outfits, largely because EU/EC doesn't fund directly.
- At national level, government funded. Have considerable scale and expertise, but lack independence from government positions.

Most industrial democracies are hybrids in world of social delivery.

In US, caricature is that our health care system is model A, not model B. In fact, it is a hybrid, with employers providing services, and them having to become part of both welfare state and independent actors. That does lead to both direct care and an advocacy role, as well as to inefficiencies, arbitrariness of coverage, etc.

In Europe, environmental NGOs both lobby and provide services, often helping individuals, governments and companies plan for and address environmental remediation. That does provide expertise, engagement. But they often are actually funded by the government, which limits their independence.

**Maria Antonakos**, *Director of Advancement, Perimeter Institute for Theoretical Physics*

In my career thus far, I have had the privilege to work with philanthropists, NGOs and thought-leaders throughout North America who exemplify the adage "you make a living by what you get but you make a life by what you give".

My current focus is on two points on the continuum of creating social change through a social welfare society.

1. Linking philanthropic leaders with causes that can effect systemic change in society. My current work is with Perimeter Institute for Theoretical Physics in Waterloo, Ontario Canada. Stephen Hawking has called Perimeter, "one of the world's leading centres in theoretical physics, if not the leading centre."

Perimeter was launched in 2000 by Canadian businessman and philanthropist, Mike Lazaridis founder of Blackberry, which started the smartphone revolution. Mike's personal philanthropic investment of \$170M has created a public/private partnership that to date has leveraged an additional \$300M+ in government and private sector support to establish the largest centre for Theoretical Physics in the world. Perimeter is a global research hub in pursuit of scientific breakthroughs in fundamental physics that have the potential to change the world.

2. Inspiring the next generation through teaching Strategic Philanthropy to university students at the DeGroote School of Business in Hamilton, Ontario Canada. The course is funded by the Learning by Giving Foundation. The LBG Foundation was established by Doris Buffett (sister of Warren Buffett, who like Mr. Buffett intends to give all of her wealth to charity) to engage and motivate university students as philanthropists. The course is designed to explore core aspects of the philanthropic and charitable sector and how it interacts with government and business. The

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purpose of this course is to introduce the students to leadership practices in this sector and enhance their future capacity and expertise to make good investments for social, economic and environmental change through the charitable sector, either personally or as members of a corporate social responsibility team.

**George Kaminis, Mayor, Municipality of Athens**

The economic crisis that afflicted countries in southern Europe and elsewhere (Ireland) subverted many of the post-war certainties of the European welfare state. Especially in Greece, from the onset of the current economic crisis, the mix appeared particularly problematic, if not a dead end: the structures of the welfare state were falling apart, and state funding for the municipalities decreased dramatically, while salaries and pensions were cut, and unemployment increased at unprecedented rates. In order to keep the city on its feet, and preserve social cohesion, we had to change our understanding of how the Municipality operated. We took immediate and rational action: transitioning from selective philanthropy to hands-on solidarity, collaborating with active citizen and volunteer groups, as well as private initiatives, and co-organizing major projects in the context of a welfare society, projects that proved unexpectedly popular among the citizens and residents of Athens. At the same time, and just as promptly, we created new social solidarity structures in the Municipality of Athens, starting with the Hub (Komvos), and many others (Municipality of Athens' Solidarity Centers - KYADA, Social Grocery – Koinoniko Pantopoleio, etc), providing food and basic supplies to our fellow citizens who are unemployed, poor and unable to secure their daily survival, as well as hostels for the homeless and drug users. We set up and run, discreetly and with respect for the dignity of our fellow citizens, soup kitchens for adults, students and pre-school children. In other actions and initiatives, the Municipality of Athens led the way in a series of educational and other events, for adults and children that help, in a decisive and vital manner, to strengthen social cohesion, by involving and bringing together, through these actions, our fellow citizens who have been deemed powerless by the crisis. In addition, in order to upgrade the Healthcare services provided by municipal health centers, we created a Primary Healthcare Network in the urban complex of the center of Athens, bringing together all relevant organizations, and utilizing all available infrastructures, with the invaluable support of volunteers.

Dealing with this humanitarian crisis through the old – and, in their majority, state-run – philanthropic and welfare structures, would be impossible. Weaned from the state, major Municipalities, led by the Municipality of Athens, are redefining their strategy and policy, independently turning towards European centers and programs, and seeking consensus and collaborations with the private sector as well as volunteer groups. It is only by operating in these multiple fields and levels that a welfare society can be effective today, and characterized by civilization and humanitarianism.

In that context, social solidarity can only ever be a transitional stage. That is why we, at the Municipality of Athens, focused just as much on the day after. On actions and initiatives to

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support social entrepreneurship, innovation, the creation of new employment positions – structures and means, in other words, that can help those who are struggling to cope with their daily needs and get back on their feet.

**Ignacio Saiz**, *Executive Director, Center for Economic and Social Rights*

The global economic crisis, the deepest since the Great Depression of the 1930s, continues to have a devastating effect on social rights and social welfare in many parts of the world. What first erupted as a crisis in the US financial system in 2007 quickly spread through the arteries of the global economy, resulting in mounting unemployment and the collapse of housing markets which left many families facing repossession of their homes. By 2009, some 64 million people worldwide were estimated to have fallen into poverty as a result of the crisis, posing a major setback to the achievement of the Millennium Development Goals.

Since 2010, a second wave of human rights impacts has been felt as a result of the drive towards fiscal austerity in response to the crisis. In many countries facing large deficits as a result of the crisis, including Greece, Ireland and Spain, stringent contractionary measures have been imposed in the name of stabilizing the economy and balancing the books. Such measures have typically consisted of drastic cuts to public social expenditure, reductions in social protection schemes such as pensions, labor reforms restricting protection of workers' rights in the name of boosting competitiveness, hikes in indirect taxation and privatization of public services in order to generate additional revenue. While particularly pronounced in the southern Euro-zone, austerity is a global phenomenon, with international financial institutions also prescribing fiscal austerity measures in numerous developing and emerging economies.

The Center for Economic and Social Rights has analyzed the human rights implications of austerity measures in countries including Spain and Ireland, as well as their knock-on effects in the developing world. Evidence suggests that such measures are fuelling rising poverty and widening inequality, and are posing serious obstacles to people's access to adequate housing, health services, social security and decent work. Already disadvantaged groups such as women, older people, children, migrants, minorities and people with disabilities are disproportionately bearing the brunt. As well as having a corrosive effect on human rights and social inclusion, it is highly questionable whether austerity policies are meeting their own stated aims of boosting economic recovery. As prominent economists have warned, austerity risks entrenching recession and high levels of unemployment, which show little signs of abating in the countries most affected. They also do little to address the systemic regulatory failures and stark income disparities which contributed to the crisis.

The search for viable, human rights-centered alternatives to ensuring social welfare must focus on creating productive employment, strengthening social protection systems, and generating additional revenue through more equitable tax and budget policies that do not disproportionately burden the already worse off. Fairer fiscal policy alternatives would

include tackling large-scale tax evasion by large companies and wealthy individuals, which in countries such as Spain deprives the public coffers of much needed revenue. While the private and third sectors have a critical contribution to make in pursuing these goals, these tasks require capable and effective state institutions to play a leading and active role in resource mobilization and redistribution, as well as in regulating the financial sector to discourage the reckless and abusive practices at the root of the financial and sovereign debt crises. It is precisely in times of economic and social crisis that the state's responsibility to safeguard economic and social rights should be recognized as a paramount principle of public policy. Ensuring comprehensive and effective social protection systems and creating equitable conditions for inclusive economic recovery are human rights duties for which governments are ultimately accountable. The increasingly prominent role of the private sector and international financial institutions in the era of globalization has not lessened the demand of citizens – from Athens to Madrid, and from Rio to Istanbul - for more accountable institutions of governance that prioritize public goods over private interests.

This presentation will give an overview of the impacts of the crisis and austerity measures on human rights. It will argue that alternative policy approaches to ensuring social welfare are urgently needed which are more compatible with the international human rights standards that states have agreed to abide by, even in times of crisis. And it will highlight the respective role of government institutions, the private sector, civil society organizations and philanthropic organizations in helping to bring about this shift.

**Gerry Salole**, *Chief Executive, European Foundation Centre*

*The Interregnum and Foundations*

*"The crisis consists precisely in the fact that the old is dying and the new cannot be born"*

— *Antonio Gramsci, Selections from the Prison Notebooks of Antonio Gramsci*

1. The Context: The Crisis - Morbid symptoms

You know the context all too well. As Jordi Vaquer so eloquently told us at the closing plenary at the EFC's conference in Copenhagen a few weeks ago: Red Cross is distributing food aid in 20 countries of the EU, a level not seen since the aftermath of World War II. In Spain three million need direct assistance to survive, in Greece, where we meet today, 40% of the population can no longer afford health care. There are more Portuguese in Angola than lived there in colonial times. 3,000 a month are leaving Ireland, 10% of population has left Latvia in the last 10 years. One in four young people in Europe are unemployed. The austerity squeeze is leading to a political crisis: Fundamental values and liberties are increasingly questioned, solidarity and tolerance seriously at risk. Extremism is on the rise.

2. Foundations' role: Invention, Relevance, Resilience & countercyclical action

a. Invention:

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- i. Open Society (Solidarity Now: building solidarity in Greece. )
  - ii. Körber Foundation (Speaking truth to power)
  - iii. King Baudouin Foundation (“Wicked Problems”)
  - b. Relevance & Building Resilience
    - i. Bricolage in the crisis
    - ii. Band-aids versus hospitalisation
    - iii. A stitch in time....
  - c. Counter Cyclical Action
    - i. Lone voices: Unafraid to say something when it isn’t working
    - ii. Doing the unthinkable: “Don’t just do something, sit there!”
    - iii. Humility and honed antennae: the need to listen
  
  3. Beyond the interregnum: “He not busy being born is busy dying” (Bob Dylan)
    - a. New beginnings:
      - i. Not the obvious
      - ii. Tried and tested
    - b. Courage to change direction
      - i. Catalytic injections
      - ii. In for the long haul versus necessary inoculation
    - c. Moving on & Change
      - i. The role for civil society in planning the future
      - ii. Working together
      - iii. European Foundation Statute: Creating a conducive environment for funders in Europe to pool expertise and resources
- [www.efc.be/efs](http://www.efc.be/efs)

**Tzanetos Antypas, President, PRAKSIS**

*“Access to health is a conquered Human Right, as manifested in the Human Rights Treaty”.*  
Despite this fact the Greek reality comes to underline the problems that certain population have concerning their access to health, a fact that is only strengthened by the current economic situation.

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There are people in Greece, either Greeks or foreigners, that due to specific economic or social problems have very little or no access to the Greek Health Care System. This population consists of poor, uninsured, homeless people, regular or irregular immigrants, asylum seekers, injection drug users, sex workers, victims of trafficking, unaccompanied minors, HIV (+) people and People living with HIV, ex- prisoners, prisoners, even Greeks that have insurance but face the same difficult reality as everybody else due to the new circumstances that Greece is facing.

The main problems that people face mostly have to do with people not having the benefits to undergo certain clinical or laboratory examinations, see specialists or take their medication in case they have some chronic conditions or non-chronic diseases.

NGO PRAKSIS tries “to answer” to these issues through the implementation of innovative programs that approach the situation holistically providing medical, legal advisory and psychosocial services in its premises as well as in the streets, where people need it the most with the Medical Mobile Units or outreach activities (street work teams). Our work and answers to the situation comes from our interventions, such as:

- Polyclinics in Athens and Thessalonica
- Open day centers in Athens and Piraeus
- Social housing in Athens and Thessalonica
- Drop in center of minors in Patras
- “STEGI” programme in Attica, Central Macedonia and Lesbos
- Mobile support units in borders
- Mobile unit for counselling & testing for HIV and Hepatitis
- Open phone line for Hepatitis B, C and HIV
- Outreach activities (street work) for unaccompanied minors
- Outreach activities (street work) for Greek homeless
- Outreach activities (street work) for trafficking victims
- Outreach activities (street work) for drug users

There are “models” that we can propose so that the Greek reality to change. Being a member in secondary bodies, networks at national and EU level, we have been working in partnerships and networks with other Member States in terms of research, advocacy, exchange best practices, dissemination, lobbying, raising awareness activities, develop horizontal and mainstreaming activities, lobbying and policy oriented proposals to relevant public bodies, recommendations having one goal: to combat the social and economic exclusion of socially vulnerable groups, and to defend their civil and social rights through advocacy. *In that respect, we might be able to see some hope and the “Access to health is a conquered Human Right, as manifested in the Human Rights Treaty” can be feasible.*

**Steven Friedman, MD, Chairman, Department of Surgery, New York Downtown Hospital**

In 2000, the World Health Organization issued its World Health Report and introduced a conceptual outline involving specific metrics to analyze and compare health systems of its member nations. The report ultimately ranked these nations according to the performance of their health systems and the surprising results led to increased scrutiny of health care delivery in many industrialized nations. It also stimulated focused efforts to find better metrics and to reform wasteful and inefficient systems. In 2010, the World Health Organization examined the feasibility of universal health care coverage and offered specific recommendations. In the same year, The Commonwealth Fund evaluated the health system performance of seven industrialized nations based upon quality, efficiency, access, equity, and healthy lives. Examination of the health care systems of better performing nations demonstrates that accessible health care for all is a real possibility. Examination of the health care system of the worst performing nation provides an invaluable cautionary tale for developing nations and a roadmap around potential costly errors. Within the framework of a global welfare society, based upon the collaboration of states, markets, and philanthropic organizations, accessible health care for all citizens is a worthy and attainable goal.

**Panagiotis Koulouvaris, MD, Consultant, Olympic Village Polyclinic**

The aim of this project is to help the residents of 35 remote Greek islands that primary health care is not accessible. This is a program supervised by Polyclinic Olympic Village with the generous donation of Stavros Niarchos Foundation

We identified two main areas: the doctors and the residents. For the former we established a fellowship for emergency medicine in New York Queens Hospital for all doctors before they set up their service in the islands. We also provide them with the appropriate medical equipment like portable ultrasound.

For the latter, two high - tech modern mobile clinics are built with state to the art medical equipment. Every two months a health team of 22 medical and paramedical persons will provide primary care to the residents of the 35 remote islands of Aegean Sea. Patients who need tertiary care will be admitted in University Hospitals by Polyclinic supervision.

**Kathy Bartlett, Executive Director, Global Education Fund**

A new policy paper (2012) from the EFA Global Monitoring Report team and the UNESCO institute of Statistics (UIS) shows that progress towards universal primary education has slowed and that international aid to basic education has fallen for the first time since 2002. The 2015 deadline to achieve universal primary education is approaching yet 57 million children remain out of school. Beyond the devastating fact that millions remain out of school, many more will drop out before finishing basic education and millions of others are not learning the most basic competencies and skills expected by Ministries of Education and

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hoped for by parents and the students. The poorer the family and the more marginalized the community - whether by geography, gender, ethnic or religious background – the more likely the chances of their children being out of school, dropping out, and failing. It's also more likely they are attending schools where quality learning is not present. Equity in access and Equity in quality are both absent.

The decline in funding for education not only puts at serious risk the goals of Education for All but also the aspirations of millions that education can lead to something better. Many parents and students are skeptical about the value of 'traditional education' since more and more youth are unemployed or under-employed and lack the necessary literacy skills as well as other competencies and skills rarely if at all included or imparted effectively in national curricula – financial literacy, critical thinking, social and communication skills, leadership, community service, amongst others. The decline also comes at a time when it seems ever more clear that to reach those who remain out of education systems – using the same systems of delivery, the same (often irrelevant) curriculum and just doing more of what has been done will not be the way to leapfrog or even hobble out of this situation. The same could be argued for those already in the system given the poor quality of learning outcomes now being seen across countries.

Alternative options and pathways continue to be needed if we are to reach the most marginalized and ensure improved quality learning for those already in schools and learning centers. This requires more than funding alone. It needs leaders, innovators, organizations engaged in local realities and with understanding of the local contexts who are willing to work through tough often entrenched problems, identify new ideas and nurture them so as to be able to draw from those that demonstrate effectiveness and impact. Thoughtful philanthropy and innovative public, private, community partnerships can potentially come in and contribute. Through supporting ideas, and enabling their testing and refinement over time, philanthropic organizations can help create an ongoing stream of new solutions, processes and mechanisms and then encourage the exchange and dissemination of these with key stakeholders and actors. Government commitment is fundamental and must remain so but to achieve EFA and MDG, let alone key national goals – collaboration and partnerships that are meaningful, with a longer-term perspective and focused on equity and quality are also fundamental for moving forward.

**Vassilis Kourbetis**, *Counsellor A, Head of the Office of European and International Educational Policy, Institute of Educational Policy*

The rapid increase in numbers of students with disabilities, who have different and diverse educational needs and attend the general school system, is a reality requiring new educational practices. Ensuring equal opportunities and encouraging unhindered access to knowledge for all students, no matter what type of school they attend, is considered a basic and non-negotiable principle in any democratic society, in order for the education system to play a significant role in mitigating social inequalities. The concept of Universal Design for

Learning (“Universal Design” or “Design for All”) foregrounds educational practices by creating diverse educational environments, tools, educational materials and support services.

In the last decade, since Public Laws 2817/2000 and 3699/2008 have come into effect, there has been an expansive development of various types of educational practices in primary and secondary education of students with disabilities in Greece.

Recently (April, 2012) Greece adopted the UN Convention on the Rights of Persons with Disabilities (UN CRPD ) as a public Law ([N.4074/12](#)). In Article 24, on Education, the convention clearly states: “*States Parties recognize the right of persons with disabilities to education. With a view to realizing this right without discrimination and on the basis of equal opportunity, States Parties shall ensure an inclusive education system at all levels and lifelong learning...*”. In sum: Persons with disabilities are not excluded and can access free and compulsory primary and secondary education, they are provided reasonable accommodation and support such as learning Braille, sign language, alternative script, augmentative and alternative modes, means and formats of communication and orientation and mobility skills.

In the above context, the need of extensive accessible educational resources has been increased. Moreover, the necessity of educational applications in multimodal interfaces has been made apparent.

With the scope of implementing UN CRPD in Greece the Institute of Educational Policy has developed systemic innovative practices, an example of which will be presented. Namely, it will be described the methodological approach, as well as the relative standards for the development of educational and teaching material for students with disabilities in Greece of the Project “Design and Development of Accessible Educational & Instructional Material for Students with Disabilities”.

The deliverables of the Project enable the inclusion of students with disabilities in the general education system. Hence, they can access an inclusive, high quality and free primary education and receive the support required in order to maximize their academic and social development. A major part of the project includes the training of professionals aiming at developing appropriate modes, means and formats of communication, educational techniques and materials, so as to effectively support students with disabilities.

**Imad Sabi**, *Programme Officer, Oxfam International / Board member, Global Campaign for Education*

At the end of May, the UN Secretary General's High Level Panel on the post-2015 development goals, published its report, which includes the specific education goal: Provide Quality Education and Lifelong Learning, to address what it described as a global crisis of "education, learning and skills". A few days later, UNESCO's Global Monitoring Report (GMR) published figures showing that progress in reducing the number of out-of-school

children "has come to a virtual standstill", implying that the MDG commitment to get every child in school by 2015 is unlikely to be fulfilled. The GMR also sounded the alarm regarding the fall of funding for education at the global level, with a decline of 7% between 2010 and 2011, which is likely to continue as a trend.

What are the prospects for realizing the more ambitious targets of the new goal on education in this climate of reduced funding at the global level? How do austerity measures, which include cuts in social sectors, affect the education sector, not only in the immediate term, but in the long-term? Are actors others than the states stepping in, in the spirit of the shared responsibility that the concept of the social welfare society implies, to cover those funding gaps and find innovative ways of financing education? What does the evidence say in this regard, at the global level, and in those countries that are applying austerity policies? How is the philanthropy sector rising to the level of the challenges posed by the "education, learning and skills crisis"? Those are some of the questions that I would like to cover in my contribution to the session.

**Artemis Zenetou**, *Executive Director, Fulbright Foundation in Greece*

The Fulbright Program is a program of highly competitive, merit based grants for international educational exchange for students, scholars, teachers, professionals, scientists and artists founded by US Senator Fulbright. The Fulbright Program is one of the most prestigious awards programs worldwide.

The Fulbright Foundation in Greece is the oldest Fulbright Program in Europe and the second oldest in the world.

2013 marks the 65th anniversary of the Fulbright Foundation in Greece.

Fulbright remains as vibrant, innovative, and relevant as it was at its beginning. Fulbright has been described as one of the largest and most significant movements of scholars across the face of the earth and now operates in 155 countries funding around 8,000 exchanges per year.

#### What Fulbright does

Addressing global challenges, advancing knowledge, building community, fostering mutual understanding, empowering future generations. The Fulbright Foundation in Greece develops future leaders with international skills and cross cultural capacity. To date approximately 500 grants have been awarded to Greek and American citizens. The binational approach is the hallmark that distinguishes the Fulbright academic exchange program from most other exchange programs, either private or public. While support from both the US and Greek governments secures the basis of the operation, the growth of the program relies on private and cooperative support from individuals, corporations and institutions in both countries.

Fulbright notable examples

Accessible Education for all - Equal Access to Quality Education.

Recruitment for all programs is based on open, fair national competition, individual merit, academic excellence and transparency in the selection process. Equal access to information and participation is ensured by using a variety of different dissemination tools and outreach programs.

- 1) Training opportunities for Greek educators (elementary and secondary educators)
- 2) Train the trainers - the multiplier effect - developing a dynamic constituency with limited funding
- 3) New program - opportunity funds to facilitate access to US higher education for academically talented but economically disadvantaged students.

**Rosanne Haggerty, *President and CEO, Community Solutions***

My remarks will illustrate Community Solutions' approach to addressing homelessness and housing access issues in the United States. Our methodology involves a "whole of community" approach, and assisting localities in reducing homelessness/improving access to housing using their existing resources.

Our approach is well matched with the theme of the conference, as we assist communities in sharing responsibility for finding solutions to complex problems that affect the lives of vulnerable people. Often, we discover that the barriers to reducing homelessness are not financial, but local systems that are disconnected, unfocused, and driven by habit or the interests of institutions rather than the needs of struggling people. Our approach helps communities function more like an aligned and effective social welfare society rather than a collection of independent projects. We do this by creating a new context for collaborative problem solving that involves:

- Setting ambitious, measurable, collective and time bound goals
- Bringing together key stakeholders from government, the community, not for profits and business in a process that makes collaboration easier
- Providing basic tools that have worked for other communities to help kick start the problem solving process, providing data to guide improvement efforts, and offering a network of other communities working on the same challenges to exchange ideas.

Community Solutions currently assists over 200 US communities who collectively have moved over 52,000 long term homeless individuals and families into stable homes since 2010. We also work in high poverty neighborhoods to bring together groups to create "whole of community" solutions to the problems that lead to homelessness. We are assisting groups in Ireland, Canada and Australia in adapting our methodology.

My remarks will describe our process and highlight ways that communities are making progress on homelessness and housing through approaches that are not dependent on the

state but thrive because all elements of society are working together toward common goals. In particular I will highlight our “100,000 Homes Campaign” ([www.100khomes.org](http://www.100khomes.org)) to illustrate this approach in action.

**Xenia Papastavrou, Co-Founder, Boroume**

Boroume (“we can”) is a social innovative start-up, based in Athens, Greece with the mission to reduce food waste and use it to support the most suitable beneficiaries, such as welfare institutions, soup-kitchens or municipal social services. Our continually updated database of beneficiaries contains over 700 recipients.

Our operating model differs from most similar organizations working towards the same goal, because it focuses on being a networking hub of donations and beneficiaries, bridging the communication gap that often is noticed in this field. We do not collect, store or distribute food. Having noticed that a) almost no producer of food wishes to throw away his left-overs and b) in most cases he does not have the time to find possible beneficiaries, Boroume takes over the process of finding the suitable recipient (in terms of actual needs and geographical proximity) and organizes the donation pick-up by the recipient himself, hence minimizing the effort of the donor to simply one phone call.

Established in January 2012, Boroume is a non-profit organization and in its first operating year has managed to create hundreds of –often permanent- “bridges” between producers of food (restaurants, wholesalers, bakeries, pastry shops, etc.) and the most suitable recipients. Functioning with this highly efficient, low-cost business model, over 7.000 portions of food are offered weekly to numerous orphanages, elderly homes, homeless shelters, soup-kitchens and similar institutions. Boroume is supported by the Stavros Niarchos Foundation and several private donors.

The goal of Boroume is to increase public awareness in Greece regarding the problem of food waste, especially in such dire times and to function as the country’s prime networking hub for food donations, operating on the lowest possible overhead costs.

**Daphne Economou, President, Cerebral Palsy Greece**

Social inclusion for the person with disability is an unquestionable right, yet life is full of the frustrations that human beings inflict on one another, through shortsightedness, ignorance or indifference.

But when we are also obliged to contend with inanimate obstacles and barriers in our everyday lives, it is no wonder that many people with disabilities and their parents feel that they are a bother and a public inconvenience, with their wheelchairs and crutches and walking sticks and that the less they impose themselves upon other people by circulating in public places, the better.

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This is a sad situation because what it comes to is that the existence of a considerable number of people, who live amongst us, is ignored by the wider public and as a result of this state of non-existence, their ultimate social inclusion is greatly delayed. If people with disabilities do not circulate amongst us, because there are no provisions for them to do so, there is nothing to remind the public of their existence.

Some years ago, these considerations provided a theme and a point of departure for a small group of young men and women from Cerebral Palsy Greece (formerly Spastics Society Athens). They formed a working team to examine the architectural barriers faced by the physically impaired in the city of Athens.

The purpose of the survey was to attest, evaluate and confront the difficulties encountered not only by people with disabilities, but by each and every citizen, young or old, at some period of his or her life.

The team of ten was comprised of six physically disabled persons, one social worker, one parent, one architect and one student. All were volunteers. Over a period of three years the team conceived, planned, organized and conducted the survey, personally visited and tested all the sites, recorded and classified the data and published the final results.

For the section on pedestrian circulation and public transport, an overall survey and report was made. What they discovered was a city of obstacles, blockages, steps and barriers, where circulation and access was problematic, even for those who are not confined to wheelchairs or otherwise impaired.

Exactly ten years later, the team decided that the time had come to reevaluate the areas of concern and assess what progress had been made.

Many buildings had not changed at all and continued to be either totally inaccessible or extremely problematic for people with any form or degree of physical disability.

What is the situation today and how much has changed? A few buildings have improved and some new buildings are excellent. The new metro stations are accessible but pavements are still a disaster and although level crossings for wheelchairs have been installed on certain street corners they are invariably blocked by scooters and motorbikes.

It is evident that it is attitudes that have not changed enough if we are to talk of a social welfare society. It is not enough to install ramps and handrails and elevators and to fix pavements and level crossings for the blind and the physically impaired. It is often human attitudes that are blocking the disabled person's inclusion in everyday life.

**Michael Fembek**, *Program Manager, Zero Project, ESSL Foundation*

In a social welfare state one of the key roles of philanthropy is enabling Social Change. For various reasons social policies all around the world tend to permanently reinforce existing

structures and existing models. They give little room for necessary changes, especially in Welfare States where civil society has delegated most of the tasks to the government.

Social policies in welfare states have normally two kinds of funders:

- Governments (the bigger part of it, refunded by taxpayers) and
- Private donors (the smaller part of it, most of them giving only small amounts). Both funders definitely prefer spending to social welfare systems that are safe and secure, and both shy away from risks. The worst thing that can happen to a public administration is to be blamed for the abuse of taxpayer`s money. The worst thing that you can tell a private donor is that his donation has never reached the person in need.

For these reasons and several others the system of welfare states tend to deliver always more of the same, since the risk of abuse and other risks are much lower. Service Providers in that field act accordingly.

Social innovation naturally involves risk taking, since innovation means doing the unexplored and even unexpected.

#### The need for social innovation, and the role of philanthropy

Since the beginning of Globalization, civil societies and economies as a whole are changing in an ever increasing speed. Combine this with the unwillingness of the social sector to innovate and you find that the gap between the social needs of civil society and the services delivered is getting bigger and bigger. Globalization is affecting civil societies all around the world, taking the form of

- emigration and immigration,
- shifts and changes in jobs, education and vocational training,
- the potentials but also dangers of technology and communication
- global disparities in income and wealth
- exclusion of disadvantaged groups from mainstream society, because of a lack of mobility.

The ongoing consequences of the financial crisis add to these problems: Governments have to reduce budget for social welfare in order to meet goals of austerity policies, and the most vulnerable groups are especially at risk. Social innovations, in this respect, are needed to improve the efficiency of the services, because more has to be achieved with less means.

Philanthropy and Foundations have to come in here and play a vital role to promote social innovation and social change. Many foundations and philanthropist have embraced this goal and have found all different ways to support social change and social innovation – from advocacy to social venture capital funds.

What the Essl Foundation is doing

The Essl Foundation is focusing on two areas of work: Social innovation by social entrepreneurship, and persons with disabilities. Everything that we do is related to one of these issues, or to both them.

Our main project is currently the Zero Project ([www.zero-project.org](http://www.zero-project.org)) which mission is to support the implementation of the UN Convention for Persons with Disabilities. The Zero Project has developed a unique approach to achieve that mission: we have developed – and continue to improve – a worldwide network of experts in the field of disability, coming from all different countries and area of work – persons with disabilities themselves, NGOs, activist groups, politicians and parliamentarians, academics, foundations, international organizations, starting from the top-level, like the EU and various UN bodies.

What we do is to enable this vast network (already including in some way or the other, more than 1000 persons) to nominate, evaluate and finally select outstanding innovative practices and innovative policies themselves, offering them a clear structure to contribute and doing all the organizational work behind the scenes.

After that, we promote these selected innovative policies and practices as best as we can, by compiling the results in a report, by publishing them on a website and especially by organizing the Zero Project Conference annually in Vienna. This conference has become in only 2 years certainly the hub, or at least one of the hubs, for social innovation in the field of disability worldwide. The representatives of innovative practices and policies not only present their projects but have a chance to get in direct touch with local, but also worldwide decision makers and opinion leaders from all different backgrounds. That itself creates enormous value. Last year we have chosen to have an annual topic – last year it was employment, this year it is accessibility.

So, to sum it up, we think that the role of foundations should not be to tell people on the ground what a solution is to solve their problems. We do not know that. We just enable the process that they people who know best, and haven proven that they have implemented social innovations, can meet all the others who potentially can use that knowledge and contact. And we are continuing to improve that role as a catalyst and enabler.

**Francesca Rosenberg**, *Director of Community, Access, and School Programs, Museum of Modern Art*

The Museum of Modern Art (MoMA) is committed to enabling all visitors to experience its collection of modern and contemporary art. This presentation will showcase some of MoMA's Access and Community programs and partnerships, made possible from generous funding from large as well as small funding agencies. As more than one billion people in the world live with some form of disability, MoMA understands that a commitment to our visitors must include a commitment to accessibility. MoMA strives to embed a philosophy of accessibility and inclusivity throughout all aspects of the Museum's operations. By

addressing physical, programmatic, and attitudinal barriers, MoMA aims to achieve equality of participation for every visitor. Outcomes and benefits that have impacted the social welfare of Museum program participants will be included.

**Luk Zelderloo**, *Secretary General, European Association of Service Providers for People with Disabilities*

EASPD, represents over 10 000 social service providers for persons with disabilities and their umbrella associations. The main objective of EASPD is to promote equal opportunities for people with disabilities through effective and high quality service systems, based on the principles of the UN Convention of the Rights of Persons with disabilities.

EASPD has been monitoring the impact of the crisis on social services for persons with disabilities and consequently on service users since 2009, and noticed that both services and users have been severely affected by the crisis and also by the austerity measures put in place by Governments.

EASPD cooperates with several disabled people's organizations, such as the Working Group to defend the right to Independent Living, in order to determine what the main consequences of the financial cuts are for the persons with disabilities and their carers, and how they can be overcome.

The results of our work outlined several main areas of concern.

1. Support services for user groups from statutory and voluntary sources - are being affected by the crisis.

The negative consequences for services affect the areas of:

- Sustainability
- Availability
- Quality and innovation

Negative consequences for users, from an economic to a human rights crisis in the domains of:

- Employment
- Inclusive education
- Independent living
- Advocacy

2. Additional costs or other difficulties faced by the people in need of support.

3. New vulnerable groups.

At EASPD we are convinced in the need of political agenda to protect and develop inclusion supported by high quality services. We believe that this is both a human right approach and at the same time a positive contribution to the financial crisis. In such difficult times,

however, the investment in the social sector is often not a priority for most governments. This makes philanthropy a key for sustaining of services and ensuring the adequate quality of life for persons with disabilities.

**Andre Gerolymatos**, *Director, Stavros Niarchos Foundation Centre for Hellenic Studies, Simon Fraser University*, **Costa Dedegikas**, *Technology Manager, SNF New Media Lab, Simon Fraser University*

The first in a series of mobile applications, Amazing Athens will assist Greece in the promotion of its cultural heritage and natural treasures to strategic tourist markets. This app developed for iPhone and iPad under the auspices of the Ministry of Tourism, is a good example of cooperation among government, education, philanthropic and business organizations, all working together to provide state-of-the-art technology. The most impressive part of this endeavor is that it is being developed, designed and promoted at no cost to the Greek State. This initiative has been made possible through a partnership that includes the Stavros Niarchos Foundation Centre for Hellenic Studies at SFU and corporate sponsors such as Coca-Cola Hellas, Nestea. An Android version of Amazing Athens will be developed and released in the near future due to the generous support of the Ted and Erica Spyropoulos Foundation.

**Gary Bagley**, *Executive Director, New York Cares*

At New York Cares, we think of philanthropy from a human capital perspective. In other words, we ask how the giving of people's time improves the community and residents' well-being. As a local organization, New York Cares can best address this question by speaking to what continues to engage individuals at a local level. Last year, 56,000 individuals volunteered their time through New York Cares, so we are able to learn from a significant sample of engaged citizens.

We are able to mobilize this number of volunteers because we train volunteer team leaders, who lead our programs in the community. Our staff manages the project behind the scenes, by working with our Community Partner and our team leader to take care of all details, from developing lesson plans to ordering supplies. We also strive to make volunteering easy. Once a volunteer has attended a 1-hour orientation, she can log on to our web site and sign up for 1,500 to 2,000 projects every month.

In 2007, we commissioned a study to find out who volunteers were, what motivated them to start and continue volunteering, whether they increased participation, and whether there was a link between volunteering and other forms of civic engagement, including political participation.

To accurately look at these questions, we developed a Volunteer Engagement Scale, that measures how much a volunteer does with New York Cares, how long they have been with

New York Cares, and how much leadership they take within the organization. Among the study's specific findings:

- Volunteers' motivation was a desire to help their fellow New Yorkers and make their communities better places to live, not a moral commitment or requirement. The reasons they gave for *staying engaged* over time were the same.
- Volunteers who became highly engaged and moved up our leadership ladder believed that their volunteering made a difference and expressed satisfaction with New York Cares. The strongest factors in determining whether volunteers would become more involved over time were the same.
- Volunteers who were higher on the VES had higher levels of life satisfaction and were more trusting of others.
- Volunteers who were higher on the VES were more politically engaged, i.e., they registered to vote/voted, wrote to newspapers and/or local politicians, and attended political events/demonstrations.

We continue to use the VES to measure our progress in engaging volunteers more deeply in the community.

As to technology, our web site is the primary tool for signing up for projects and for volunteer leaders to manage their teams of volunteers. Technology has accounted for a significant portion of our growth because it allows trained volunteer team leaders to manage much of the recruitment and event experience on our behalf. This allows our staff to develop more programming. Technology is a great tool in mobilizing citizens to assist locally. During Superstorm Sandy, which hit New York City October 2012, many local groups, including New York Cares, used Twitter and Facebook to direct individuals to locations that larger organizations might not be able to help.

As we move forward, we will need to think about how citizens can engage remotely – via the internet and social media. As important as that may be, the hands on experience of citizen engagement – that local connection – is still the key to improving life in the community.

**Julien Kleszczowski, *Projects and Establishments Department, Apprentis d'Auteuil***

Apprentis d'Auteuil is a state-approved charity that houses, educates and trains more than 13,000 at-risk youth in France to help them become full, free and responsible members of society, while also supporting their families in their parenting role. More than 200 establishments are run in France: 100 housing structures for receiving children and young people, the most vulnerable and countering at-risk situations, 82 schools and professional training structures to support successful integration of young people (66 training courses in 12 different fields), 13 social support and integration units to help young recipients to become independent and get into employment.

Within the French childcare welfare and education system, Apprentis d’Auteuil collects 50% of annual budget from the public sector (Children welfare service, Ministries of Education and Agriculture) and 50% from donations and sponsorships. Indeed, collaboration between the French public system, private sponsorships and Apprentis d’Auteuil plays a key-role in the quality of our social welfare provision toward at-risk youth. In France, public authorities are giving lower resources and are enabling the private NGOs or social enterprises to intervene in the social welfare.

Apprentis d’Auteuil for a social welfare society

Prevention is the main struggle that will be followed by the 2017 Foundation’s development strategy. During the latest French elections, Apprentis d’Auteuil organized a national awareness-raising campaign by pleading for families in need and fighting against drop-out consequences; street children are also one of the international target groups in order to fight indigence (social and relationship poverty) and illiteracy in different regions of the world.

Prevention at Apprentis d’Auteuil in France is going through:

1. *Supporting families in need (economic, social, education problems) by accompanying parents toward a greater involvement and a better education for their children.*  
Case study 1: Public authorities together with Apprentis d’Auteuil and partners create local “Family support centers.” Family support centers enable parents to gain educational responsibility towards their children. It’s a community place permitting to activate their capacities; social workers and parents are at the same level and work together. Nowadays Apprentis d’Auteuil runs 2 Family Houses in Marseille and Grenoble and wants to develop the project at national level. Details on these centers’ social impact may be explained during discussion.
2. *Strong-efficient childhood education child welfare preventing illiteracy.*  
Case study 2: education tools and training centers sponsored by private companies Apprentis d’Auteuil is nationally engaged in fighting drop-out problems and consequences. By matching this engagement with the René Lacoste and Robert Abdesselam Foundation, a new project has been born since 2008: 400 at-risk young people within 20 Apprentis d’Auteuil establishments (schools or children’s homes) can practice tennis as an education tool. These sport activities are an added value to the Apprentis d’Auteuil education practices and may increase their social impact. The Orange Foundation (ICTs company) and Apprentis d’Auteuil joint their efforts at facilitating for dropped-out or excluded young people: tablets have been made available to a few Apprentis d’Auteuil boarding schools in France. These tools may facilitate active learning, job seeking and access to culture for disadvantaged young people.
3. *Effective further education between 16 to 25 years old enabling disadvantaged pupils to insert in the labor market and avoid potential social exclusion.*  
Case study 3: l’Oréal and Apprentis d’Auteuil collaboration in hairdressing training. 2012-2013 has been the first sponsored hairdressing school year in the Apprentis

d'Auteuil vocational college "Poullart des Places" (Paris). "Beauty for a Better Life" is the L'Oréal Foundation program funding programs in favor of higher self-esteem through beauty all over the world. Apprentis d'Auteuil conceived with L'Oréal since 2011 this new opportunity for young people (mostly girls) in need: two school year will be run and tested, afterwards the training will be funded and certificated by the French Education Ministry.

**Mareva Grabowski, Founder & Vice Chairman, Endeavor Greece**

1. Introduction

Talk about Greece today.

Biggest change happening in Greece today is a paradigm shift away from a state sponsored debt driven growth model towards a private sector driven economy that will foster entrepreneurship and innovation.

2. Endeavor organization

Endeavor is a nonprofit organization working with profit oriented companies. Its main contribution is not providing poverty alleviation or engaging in traditional third sector philanthropic initiatives. It focuses on providing a network of support to high impact entrepreneurs who can generate new jobs. Endeavor has significant experience in working in countries in transition such as Argentina.

3. Endeavor as catalyst

It aspires to become a catalyst for a new generation of Greek entrepreneurs who view the crisis not as a threat but as an opportunity to contribute to a country undergoing the deepest transition in generations.

**Hang Ho, Vice President, Philanthropy & Sponsorship EMEA, JP Morgan Chase Foundation**

The traditional construction of the current social welfare state (e.g. Beveridge in UK) no longer responds to the rapid change in demography, nature of the labor market, the way people and families live. More importantly, the current model of the social welfare state is no longer viable due to the fiscal retrenchment.

Ability of the third sector to work towards a social welfare society

- In the UK, the private and voluntary sectors have been active in the delivery of public services for a while (e.g. care services, employment, homelessness etc.)
- The state has a significant role to play in a social welfare society, and always will do: safety net and basic services provision; ensuring that public policy promotes equality and fairness for all, particularly the vulnerable population. Because of the nature of the state, i.e. huge scale, bureaucracy (not always a bad thing due to accountability

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to taxpayers), it means that the state is great with big programmed but not necessarily a conducive environment for innovation and/or risks taking culture. Nor should it be!

- Private/voluntary sectors usually are more agile institutions which can quickly mobilize capital, deliver innovation, particularly those operating on the front line. These institutions are better positioned to explore different approaches to gain efficiency and effectiveness. They are also better connected to the grassroots and have the trust and relationships at the local level which is often lacking in big scale operations.
- Scale vs. impact is a healthy tension, and could deliver both impact and scale if effective collaboration could be harnessed.
- Whilst third sector organizations can be extremely innovative and agile in developing products and services to respond to emerging needs, often time the majority of these organizations do not have the organizational and/or financial capacity to scale up their products/services (at best) or sustain them (at worst).
- E.g. despite structural changes in the UK to provide more opportunities for private and third sector organizations to take part in the delivery of public services (commission landscape, payment by results, social investment etc.), third sector organizations do not have the capacity to take advantage of those opportunities (not investment ready enough, do not have sufficient capital/reserves etc.)

Potential strategies to promote societal change

- Technology enables innovation to be less reliant on bricks-and-mortar and big infrastructure, hence less expensive
- Innovation and reform need to focus on people rather than systems
- Space for collaboration and sharing practice between private and social sector: Social enterprises and social businesses. This is not about 100% becoming financially sustainable through commercial/revenue-earned model (this is not feasible). It is about most efficient and effective operations so that scarce resources through State can be channeled towards areas of most need.
- Collaboration and cooperation of voluntary and private sector on a local level to combine resources for collective impact.

**Andres Nader**, *Program Manager, Freudenberg Stiftung*

In this presentation I will discuss the funding practices of the Freudenberg Foundation as one example of the ways in which the third sector may work to develop strategies towards a social welfare society.

The Freudenberg Foundation invests in those areas where state initiatives are missing. Its goal is to develop, promote and propagate program models that can be adapted to other situations or regions. The Foundation's approach is to invest on innovative, long-term and

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comprehensive methodologies with a strong collaborative focus. Most projects involve cooperation with other foundations and trusts, as well as government or community institutions. That is, the Foundation commits funds while at the same time it seeks to engage government agencies and other foundations in a creative search for systemic solutions to social problems.

The Freudenberg Foundation concentrates on four areas:

1. The integration of immigrant families and cultural minorities into a society that has become an immigrant society, and warding off hostile and discriminatory reactions encountered by these groups;
2. The promotion of democratic culture, the prerequisite for peaceful social coexistence. The focus here is on projects that encourage democratic learning and responsibility in schools and communities, as well as fighting against extremist influences, particularly right-wing extremism, in young people's social environments;
3. The support of young people, particularly the socially disadvantaged, encountering difficulties between school and working life;
4. The re-integration of the psychologically ill into working life and the working environment and creating an awareness of their problems.

In this presentation, I will focus particularly on the programs and projects pertaining immigration, education, and the promotion of a democratic culture that actively protects and promotes the rights of minorities.

**Christine Castille**, *Membership Services Director, European Venture Philanthropy Association*

The different financial crises of the last decade made the shift from social welfare state to social welfare society for some countries an evidence.

We notice that several national governments in Europe opted to decrease their public expenditures and size down, having their public administration becoming more competent, transparent and efficient. In these countries, the state still plays a key role but became a smaller player. The casting is different: alongside the state we distinguish the usual suspects such as foundations, civil society and multilaterals but also newcomers such as corporations, venture philanthropists, academics and citizens, who realize they have a window of opportunity to play a crucial part in the next act.

Unlike before, this new society is empowering actors become co-owner of the public good they helped create instead of delegating the public good to the state. This generates new networks and bonding, releasing fresh creativity and positive energy allowing original solutions to emerge.

*Means of Building a Social Welfare Society : Third Sector's Capacity Building (fundraising, sustainability, volunteer management, communication strategy)*

The third sector plays a key role in the transformation of the social welfare state into a social welfare society. By creating this connectivity among actors, the third sector will develop

innovative tools to create more impact, not only being more efficient but through scaling up of their model. They will inspire businesses and corporates who will be stimulated to rewrite their vision on their corporate social responsibility and eventually their way of doing business.

All actors are to take a longer term view and harness the transition of the third sector towards more sustainability. They should be hands on, proposing different financial and non-financial tools where capacity building, mentoring, providing access to networks... thus shaping this new connectivity of the social welfare society.

These meetings and working groups give actors an opportunity to brainstorm and problem solve on multiple levels; it helps the managers involved to grow their respective organizations through training, mentorship, networking and business opportunities enabling them to have an impact far beyond their concrete collaboration.

**Jennifer Clarke**, *Capacity Building Training Moderator, Africa Educational Trust*

Third sector capacity building means different things to different people. Views vary according to the specific aims of the actors involved and to the unique context in every country. The main theme of this presentation is the value for all stakeholders of taking a broad perspective on this issue. This includes both adopting an open understanding of what constitutes third sector capacity building, and being aware of the wide spectrum of work in this field that is taking place internationally.

The term third sector capacity building has gained currency in recent years, and is highly relevant to the social welfare society model. As a concept, however, it is far from new, and can also be linked to different historical and political contexts.

What constitutes third sector capacity building? While we often associate it with the training of individuals, the organizational and institutional dimensions are equally important to the overall effectiveness of the sector, and should be included in our understanding.

Top-down and bottom-up perspectives on capacity building often differ, and yet are frequently complementary. The 'supply' and 'demand' sides of capacity building activities both have much to learn from each other.

Different approaches to third capacity building have also evolved in different countries. Although the specificities of each context need to be taken into account, all of us who work in this field can benefit from sharing ideas and experiences between organizations and across borders.

**Asteris Huliaras**, *Professor of Comparative Politics and International Relations, University of the Peloponnese*

Organized civil society in Greece is weak. Indicators measuring interpersonal trust, social solidarity and active citizenship are among the lowest in Europe. A variety of explanations have been offered to explain this weakness: strong materialistic norms, ottoman past, partocracy (dominance of political parties), vertical clientelism etc. Probably no more than 500 Greek NGOs offer social services outside their immediate neighborhood. Most of them do not have the capacity to design and implement complex humanitarian and development projects and are strongly dependent on membership fees and/or unconditional grants. Some of them do implement complex projects but often with the support of external consultants. There are two strategies for NGO capacity-building: first, train their personnel on how to write, implement and evaluate projects; second mobilize skilled people from the private sector to be involved in NGOs. Both strategies have advantages— although their effect in the short term may be limited. Indeed, wider strategies are needed: civic education in schools, media support and a clear legal framework that would clearly define what an NGO is. Capacity building is not an easy task. Probably the most important way to increase capacity in a country with weak civil society like Greece is to try to improve the visibility and public image of NGOs.

**Gabriella Civico**, *Director, European Volunteer Center*

Gabriella will introduce a report conducted by CEV that clarifies the concepts and connects the relationships between austerity measures, welfare services, volunteers and the question of their exploitation by the State. The study used a combination of primary and secondary data sources to reflect on the changing provision of welfare services to vulnerable people over the last century giving particular attention to the changing roles of state and non-state actors. The report highlights the need for further study and monitoring of this changing landscape in order to ensure that the role of the State and that of volunteers and their organizations in delivering welfare services remain complementary and with the needs of the beneficiaries at their heart. In this way keeping volunteering as a complementary feature of welfare states and not harnessed as an integral feature of it.

This further study will complement the work already funded by NEF to explore the comparable and periodic measurement of volunteering in Europe both in terms of its economic value and its social impact. Gabriella will explain that currently there is no standardized form of measuring volunteering in Europe making the monitoring of the situation concerning who is volunteering, in what roles and for how long, very difficult and the development of evidence based policies almost impossible.

The European Volunteer Capital competition will also be presented as a way to promote to good practice involvement of volunteers at the local level. Many social services are delivered and managed at the local level in Europe and local municipalities are key actors in

ensuring that volunteers are used in an appropriate way to meet the needs of others. The competition will reward municipalities with good practice in this field and encourage improvement in others.

**Lionel Foster**, *Writer / Johns Hopkins University Center for Talented Youth*

As we imagine the transition from a social welfare state to a fair and inclusive social welfare society, what role might nonprofit groups play in organizing people around issues of equality?

In a welfare state, there are at least four broad, overlapping spheres of activity involving different types of institutions. There is the economy, where people produce goods and services, buy, and spend. Private, for-profit enterprises are often seen as the engines of economic growth. There is the political arena, characterized by voting, governance, advocacy, and debate, facilitated by elected and appointed bodies. In the philanthropic sector, individuals assist each other, donate, and volunteer. And finally, there is the cultural realm, a vast, shared space where people create, process, and exchange ideas.

Because of the fundamental functions it performs and the power it has to regulate people and activity, the “state” in the social welfare state model is the preeminent institution. So one could argue that citizenship, that is, an individual's right to select and participate in government, is one of the most important identities a person can claim.

But in the United States, one example of a liberal social welfare state, the increasing power and reach of for-profit enterprises is changing how people interact and how they see themselves in relation to society. As many government functions are privatized and corporate money plays a greater role in the elective and legislative processes, some argue this liberal welfare state is becoming a market society in which private institutions and wealthy individuals define not only the economy but everything, including politics, culture, and philanthropy.

Even under the welfare state model, when examining the deep racial and class inequalities that exist in countries like the U.S., there are some who see non-profits not simply as institutions of last resort, helping those who fall through the cracks, but as groups that legitimize the status quo by ameliorating the worst effects of inequality instead of forcefully challenging their underlying causes.

Within this landscape of widening differences in wealth and political agency, one question is how non-profit groups will mobilize and engage communities, but the bigger question is: To what end?

I will examine these issues in the context of Baltimore, Maryland (U.S.) and a youth-led advocacy organization called Leaders of a Beautiful Struggle (LBS). Baltimore is marked by deep divisions. While the city is majority African-American, its most prominent businesses and the non-profit organizations serving the city's large population of poor people are led

primarily by white people. Leaders of a Beautiful Struggle uses a number of strategies to mobilize local residents to fight racial inequality. And the group's arguments about the ways in which the local non-profit community reproduces some of the very inequities it tries to combat have ignited an intense debate in a sector that employs a third of the city's workforce.

**Eleni Gazi, President, ELIX**

Volunteer projects organized by ELIX since 1987, have been relying heavily on the support and endorsement of local authorities and small communities, all over Greece.

Our cooperation with locals was paramount, as all our projects, whether for the protection of the environment, or the preservation of our cultural heritage, had to be assigned to ELIX by Municipalities, Prefectures, or local groups.

Our experience of this cooperation with more than 280 villages for 27 years now, we regret to say, has been rather difficult and reluctant, with some brave exceptions. The exceptions had to do with the personal involvement and enthusiasm of two enlightened members of the Municipal Board in Epirus and Olympia, in the Peloponnese, who realized the benefits involved in our projects and gave us support and the means to carry out our volunteer projects.

In the first years of our history, we were surprised trying to understand the reasons behind this reluctance. Instead of joining in our teams' of volunteers efforts and sharing the enthusiasm of young people from all over the world, who were travelling from their countries, just to offer their commitment and goodwill, local authorities were either indifferent or treating volunteers and ELIX as intruders.

Over the years things have not changed much, as the term 'volunteer' has some negative connotations. Volunteers are considered non consistent, amateurish, a kind of tourist in disguise, even dangerous for some narrow-minded authorities. After the conclusion of a project though, locals are really grateful, acknowledging that ELIX volunteers had been really helpful, that the work would have never been done without the team's contribution.

We discovered that all it takes to change this attitude is to find, to discover actually those shining exceptions to the rule in each place we go, the unprejudiced and enlightened persons, who will grasp the potential of volunteer actions and benefit from the project organized by ELIX. These people, individuals actually with some kind of involvement in local matters, can support our projects in many ways, not only with funds, but mostly by offering the infrastructure and the means to accomplish our work.

**Kate MacKenzie**, *Director, Policy & Government Relations, City Harvest*

Now serving New York City for 30 years, City Harvest is the world's first food rescue organization, dedicated to feeding the city's hungry men, women, and children. This year, City Harvest will collect more than 42 million pounds of excess food from all segments of the food industry, including restaurants, grocery stores, corporate cafeterias, manufacturers, and farms. This food is then delivered free of charge to some 600 community food programs throughout New York City by a fleet of trucks and bikes. City Harvest helps feed the more than one million New Yorkers that face hunger each year.

While helping to meet immediate needs across the city, we recognized that ending hunger in particularly hard-hit communities requires a deeper investment. Our geographically focused approach to hunger, *Healthy Neighborhoods*, works to transform low-income areas into communities that provide the food, education, and other resources needed to support healthy diets. In New York City, more than 1.4 million people, and nearly 1 in 4 children are food insecure. *Healthy Neighborhoods* programming combines emergency food to help meet immediate needs while providing a range of interventions – from nutrition education to healthy retail work – designed to help meet the long-term hunger needs of these communities.

Guided by the principle that resident-driven action is essential to our success, community engagement serves as the foundation of our efforts to transform the food landscape. Local residents are the backbone of our work. They volunteer hundreds of hours to help provide City Harvest programming and serve as ambassadors, promoting the programs to their neighbors and taking a leading role in driving changes to the food environment. We also rely on hundreds of corporate groups and thousands of individual volunteers to support City Harvest's work in these targeted low-income communities.

This session will explore the rationale for the *Healthy Neighborhoods* initiative, which is a model for addressing food insecurity, and why strong emphasis on community engagement is critical to the program's success and sustainability.

**Decker Ngongang**, *Senior Associate, OSF Black Male Achievement Fellowship, Echoing Green*

Echoing Green (EG) is a nonprofit global social venture fund that identifies, invests in, and supports some of the world's best emerging social entrepreneurs—society's change agents. Echoing Green invests deeply in these next generation change agents as well as works to create an ecosystem around them that supports and celebrates social innovation as a high-impact strategy for social change.

Since our founding in 1987 by General Atlantic, a leading private equity firm, Echoing Green has provided more than 520 emerging social entrepreneurs working in forty-nine countries with \$31 million in start-up funding, customized technical and other support services, and access to our global network of champions. These next generation social innovators have gone on to launch, and now lead, some of today's most important social enterprises.

Introduction

1. About EG and myself
  - a. History and key programs

Social Entrepreneurs

1. Traits
  - a. Core identity – what drives you?
  - b. Outcomes – you have goals – how will you measure them?
  - c. Resource magnetism – what have you done that demonstrates this?
  - d. Asset-based – how can this community create wealth?
2. Tenets
  - a. Moral Obligation
  - b. Root Cause
  - c. Innovation
3. Global Observations
  - a. Geographic Social entrepreneurship clusters
  - b. Changing demographics
  - c. Impact Investing
  - d. Cross-sector partnership

How we select Social Entrepreneurs: Framework for identifying promising social sector leaders.

1. *The Person:*
  - a. Purpose / Passion
  - b. Resilience
  - c. Leadership - you are a field builder
  - d. Ability to Attract Resources - enlist others to support the cause
2. *The Organization*
  - a. Innovation - how is this new or different
  - b. Importance - it's an issue that matters in the world
  - c. Potential for Big, Bold Impact - you will improve lives
  - d. Good Business Model - a thought out or tested plan

Applying framework to strengthen societies: tips for SNF Conference attendees

**Anna Pouskouri-Reiche**, *Founding Member, Junior Achievement Greece*

SEN, the organization of Junior Achievement International in Greece, has been founded in Athens by a group of Greek entrepreneurs in 2005. Following the vision of the parent

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organization, which was created in the US in 1919, our vision has been to introduce the ideas of entrepreneurship and efficiency to young students during their time in school (14-17 years old). The programs of SEN are implemented in close cooperation between the teachers and a group of highly committed volunteers (employees) of the firms, members of the organization, under the auspices of the Greek Ministry of Education. Since its establishment some 50,000 students have participated to the programs. SEN's activities are funded solely by the private sector.

Social Innovation Relay (SIR) is a new global initiative which has been developed by Junior Achievement, US, and a global private company. The scope of this program, which is implemented online, is to encourage young people "to develop socially innovative concepts that could have significant social impact". Until now some 38.000 students from 19 countries have participated to the Program. In Greece SIR's first pilot phase has been recently (17.6%) concluded. As the acceptance of the program has been relatively high (400 participating students from 27 public and private schools, 27 social enterprise ideas) we hope to be soon in the position to materially support the creation of social enterprises in the country with these innovative ideas.

**Clara Gaztelu, Director of Development Unit, Fundación ONCE**

In order to contribute to social inclusion of the more disadvantaged groups of the population (such as immigrants, marginalized women, people with disabilities, etc.), we need to find creative solutions that stimulate employment growth in an environment with limited financial resources.

Access to credit and financial literacy are critical factors for promoting entrepreneurship and generating opportunities for employment. The European Union argues that microcredit plays an important role in achieving the objectives of the Lisbon Strategy: economic growth, employment, and promotion of social inclusion.

In my presentation, I will introduce the organization I represent, Fundación ONCE, whose mission is the social integration of people with disabilities. To achieve this goal, the Foundation puts particular emphasis on employment integration programs and employment training for people with disabilities, in addition to promoting the creation of universally accessible environments, products, and services.

I will focus my talk on Fundación ONCE's program to promote entrepreneurship among people with disabilities. This program is co-financed in part by the European Social Fund (ESF) through the Operational Program Fight against Discrimination. Through this program, the Foundation provides grants of up to 50% of the cost of the project (a maximum of 18,000€) to entrepreneurs with disabilities.

The Foundation understands the entrepreneurship grants as a complement to a more comprehensive support package. We start by interviewing the participant—a person with a disability who wants to start a business-- in order to identify their entrepreneurship

capabilities and to design a “personalized itinerary plan for insertion”. Further, the program offers the beneficiaries a set of workshops on entrepreneurship that cover topics such as creativity, self-employment, or writing a business plan. Through the generation and development of ideas, and helped by our technical assistance and monitoring, the participants are enabled to prepare a business plan that includes a feasibility analysis and provides guidelines for the implementation of the business. Our experience has proved that this education and guidance provided is key for the long-term success and sustainability of the projects.

I will also provide some key indicators to illustrate the results of the program over time. This shows that the number of applications has been increasing over time and that the type of projects has become much more diverse than in the first years. Moreover, the pool of applicants is more qualified and successful candidates entering the program have better training. This can be understood as a consequence of the economic crisis in Spain, where self-employment is one of the few ways out of unemployment, particularly for people with disabilities.

**Marie Nowak, President, Adie**

1. Social welfare is defined as "Organized public or private social services for the support of disadvantaged groups".

But assistance to disadvantaged groups can be a bottomless pit, far exceeding the resources available if you cannot better share the fruits of growth and allow the four billion poor at the bottom of the pyramid to develop income-generating activities or micro-enterprises.

2. Also, philanthropy should ally itself with the social economy and with social business of which microfinance is part. Despite the industrial revolution, the majority of the world population is still self-employed or works on small farms or microenterprises.

This is true in the countries of the South, but it is also increasingly true in rich countries. Indeed, as a result of new technologies, the rise of services, and the desire of young people to be their own bosses, production units can now be small and gradually linked in networks. Just as any form of activity requires both capital and labor, microcredit is becoming the financial instrument of Europe’s post-industrial phase.

3. Beyond its economic and financial role, microcredit has a social function. It helps strengthen social links by building relationships of trust. It restores hope by allowing those excluded from organized commerce to measure the future and plan their place in it. It facilitates social inclusion by enabling those who create their own jobs to regain their autonomy and their place in society.

4. Greece is one of the last countries in Europe where microcredit is not yet established. The current crisis makes this both more difficult but also more essential.

**Donella Rapier, Chief Development and Administrative Officer, Accion**

Economic development is one of the surest routes to prosperity. A number of government agencies, policy makers and donors have pursued this objective through a variety of grants and support, aiming to stimulate activity that will improve living standards. As it is nearly impossible to envision a well-functioning economy without a well-functioning financial system, building a strong sector for microfinance services in places of poverty is vital. Microfinance offers a unique avenue for harnessing the best of the business world to help solve some of the world's most challenging social problems.

Financial inclusion – the larger movement of which microfinance is a part – is an evolving, exciting field with an ambitious but much-needed goal. At its heart, this movement is about helping the people who need it most, creating a world where everyone, everywhere, has access to a full suite of quality, affordable financial services. By offering loans, savings accounts and other services to the unbanked and underserved, we can transform lives and help uplift entire communities. Today, the microfinance industry reaches about 200 million clients. That is an impressive number, but for the 2.5 billion people who live in poverty and lack access to any kind of financial services, there is much more work to do.

Most of our clients live on just a dollar or two a day. They would not qualify for loans from regular banks. Many have poor or no credit history; others have businesses that are too new and unproven. There is no “typical” microfinance client; the people we work with are craftspeople, cab drivers, chefs, tailors and shopkeepers. They come from the biggest cities in the world and rural villages. But what they all have in common is the ability to take a relatively small amount of money and turn it into a new livelihood.

The microfinance movement grew out of the global development community in the early 1970s. Accion itself was founded in 1961 as a community development organization in Venezuela. What we and others realized by the 1970s was that we could build schools, sewer lines and centers for public health, but we would not be addressing the lack of economic growth at the heart of poverty. Yet the underserved villages and cities in Latin America, Asia and elsewhere had something in common: an abundance of economic activity, despite its informal nature. Everyone seemed to be, or had potential to be, an entrepreneur.

So, we took the chance of making small loans to people living in poverty. It sounded like a crazy idea (especially to bankers) but, to much surprise, our new clients repaid those loans 97% of the time. Since then, over our 51-year history, we have helped build 63 microfinance institutions in 32 countries on 4 continents that today serve millions of clients. Microfinance in general has grown substantially and globally – across the United States, in the rural reaches of Inner Mongolia, and in the barrios of South America.

Perhaps one of the biggest contributions that microfinance has made is changing the economic image of the poor. We used to talk about the poor in terms of futility and charity. Now, more often than not, we talk about potential markets and great opportunities.

Today, we are at an interesting and pivotal moment, where we are reaching greater numbers of clients, while also discovering the limits of philanthropy and the traditional nonprofit model. Successful microfinance embodies the convergence of philanthropy, market dynamics and an active role for the state. Donor funding is critical for high-risk, early intervention in advance of demonstrated commercial viability. Commercial capital must be, and is, leveraged to create genuine expansion and scale once concepts are proven. And each sovereign state has a key role to play in establishing favorable regulatory environments in which microfinance and its clients can thrive.

**Suresh Sundaresan**, *Chase Manhattan Bank Professor of Economics and Finance, Columbia University*

Recognition that Microfinance is just one (albeit an important one) in the toolkit of poverty alleviation:

In my view, Microfinance is an integral part of the toolkit needed in the effort to eradicate poverty. In and itself, microfinance cannot be solely relied upon to alleviate poverty, but in conjunction with other initiatives addressing the delivery of health services, education, water, etc., microfinance can be a very powerful mechanism in empowering the poor: access to reliable and low-cost financial services such as loans, savings, insurance, financial literacy, and money transfer is essential in both improving the quality of life of the poor as well as helping them to move out of poverty.

To strive for total financial inclusion:

Microfinance should embrace the strategy of total financial inclusion: rather than offering a single product such as loans, which is extremely valuable, the goal should be to broaden the portfolio of services such as savings, insurance, money transfer, etc. This is easier said than done as the ability of an institution to deliver multiple financial services depends, to a significant extent, on regulation. In many countries, non-bank financial companies are not permitted to take deposits. The acquisition of a banking license can be prohibitively expensive. The KYC rules can be rather extensive in some countries.

Technological breakthroughs must be embraced for scaling and reliability:

Development finance has seen the impact of leapfrogging technology. The evolution of national biometric ID cards (such as the Aadhar cards in India), mobile phone delivered financial services (M-PESA and M-Shwari in Kenya), and third-party providers of technology-enabled services backed by a large network field workers (such as FINO in India) are just a few important examples. They have driven down the cost of delivery, and opened the possibility of scaling. The technology has also opened the possibility of greater transparency. Many existing models and organizational forms of delivering microfinance (such as bank branches, NGOs, NBFIs, etc.) must prepare themselves for integrating their operations with the technological innovations that are changing the landscape of microfinance.

Some dimensions along which best practices must evolve:

**Common code of conduct in the delivery of microfinance** – this is especially important as the clients are poor, and often uneducated, lacking financial literacy.

**Push for credit bureaus to prevent “poverty trap”** – many borrowers have multiple financial relationships (money lenders, MFIs, etc.) and it is important that the industry avoids lending to clients who are already indebted.

**Creating a record of credit history for clients and enabling access to other providers** - what is the best way to use the historical information on clients’ performance to create credit scores that can improve their access to other financial institutions?

**Engaging Governments and Policy Makers** – How should the industry engage with governments and policy makers to improve the coordination and dialogue? This is especially important as the industry is getting more global every year.

**Oheneba Boachie-Adjei, MD, Founder & President, FOCOS**

Musculoskeletal conditions cause pain, physical disability and loss of personal and economic independence. They affect millions of people of all ages in all cultures and in all countries. They are the second greatest cause of disability, as measured by years lived with disability (YLDs) worldwide and across most regions of the world and have the fourth greatest impact on the health of the world population, considering both death and disability (*Lancet 15 December 2012*). Disability due to musculoskeletal conditions can be effectively prevented by currently available interventions, such as accident prevention, modern treatment of arthritis and injuries, and by rehabilitation.

The prevention and treatment of musculoskeletal conditions and injuries should be among the leading major health concerns in the minds, actions and funding priorities of international health agencies, governments, non-governmental organizations, medical and research communities, fundors, media and the general public.

**FOCOS** Vision is to establish a sustainable Infrastructure to deliver state of the Art Orthopedic Care and Education in Ghana and our mission is to provide optimum orthopedic care, to improve the quality of life and expand capacity centered in Ghana

Knowing the limited human resources in Ghana and sub-Saharan Africa and the problem with Brain Drain, FOCOS has embarked on a program of Brain Gain, Brain circulation and international volunteerism to establish the FOCOS orthopedic hospital in Accra Ghana working in concert with local professionals and authorities. The Challenges have been many and include lack of adequate infrastructure, Technical expertise, reliable utilities and the daunting challenge of dealing with complex and neglected orthopedic diseases that will task the minds and resources of first world establishments and medical institutions.

Faced with a significant financial burden to equip and manage the destitute poor who need complex orthopedic treatment FOCOS has partnered with Philanthropic organizations, Medical device industries, Hospital institutions and benefactors to fund the operations, programs and services at the hospital.

To date the 50 bed state of the Art orthopedic facility has about 200 employees and has had 26,957 OPD visits and performed about 1000 major orthopedic surgeries with \$100million in health care cost savings.

**Yannis Boutaris, Mayor, Municipality of Thessaloniki**

Welfare provision has become a core responsibility of the Municipality of Thessaloniki due to the economic crisis which has undermined Greece's welfare state and which has compelled Thessaloniki's most vulnerable citizens to seek support from their local government.

The task that the Municipality of Thessaloniki has been called upon to implement has been two fold. First, to expand the reach and effectiveness of this core responsibility. Second, to do so by mobilising resources beyond those made available by the central government, resources which inhere in NGOs, philanthropic organisations, the EU, and the volunteer movement.

The presentation will briefly overview how the Municipality of Thessaloniki is pursuing this task evaluating both the opportunities it has, and the difficulties it faces, in doing so.

**Martyn Evans, Chief Executive, Carnegie UK Trust**

The Trust has the following 'attitude' to our mission:

1. The complex problems of the 21 century can only been solved by Foundations and other not-for-profits working in partnership with private business and government.
2. Bold experimentations are required that risk the reputation of the Trust.
3. For us to seek 'impact' as our primary objective is as misguided a business seeking 'profit' as its primary objective.

The Example of **TestTown**-one of our projects

- TestTown is the UK's biggest town center young enterprise challenge. Delivered by Carnegie UK Trust, it is an open talent search for new enterprise ideas that use town center spaces in highly creative ways; the aim is to revitalize consumer and resident interest in town centers, and particularly to attract younger people back onto our high streets
- More than 550 16-30 year olds from every UK jurisdiction registered as competitors for the first year of TestTown, through a unique online entry system; they worked together in teams to submit 113 business ideas for consideration by our panel of

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judges (which includes Sir Tom Farmer (Carnegie Medal of Philanthropy winner) and Royal Bank of Scotland (RBS) Managing Director Gordon Merrylees), which chose just 12 to move forward as finalists

- TestTown is a major financial investment by Carnegie UK in the field of young enterprise, in which we conduct 'Enterprising Minds' research and serve as discreet advisers to the European Commission; it also reflects our commitment to small towns work and is recognized as a contribution to the Scottish towns debate by the Regeneration Unit and SG Town Centers review
- The unique feature of the TestTown challenge is its finals week event: our 12 finalist teams each receive development grants to build their businesses, and then come together in one town centre (Dunfermline) for a week to occupy vacant shop units and offices and trade for real to consumers as a festival of innovation
- With the support of key partners like DM Hall (property letting company), RBS and Fife Council, our teams (5 from Scotland, 6 from England, and 1 from Wales) will enjoy a series of master-class visits and mentoring opportunities, and will then set up their trading units to open for business on Thursday 27th June; they will trade until the afternoon of Sunday 30th June, when they will come together for an awards night with key stakeholders, mentors and partners
- Our judging panel, helped by a group of mystery shoppers and public feedback, will choose the best business idea delivered for real in the finals; that team will be awarded a £10,000 (12000 euro) prize to help them develop their business further (NB all of the finalist businesses, and all of the applicants, are receiving aftercare to connect them with on-going business development support)
- Finals Week is being marketed as a major summer special event across east central Scotland, through media and advertising and with the support of groups like Young Scot and the Princes Trust; TestTown has already featured on STV and BBC Scotland, and in national print and online media.

**Gary Oppenheimer**, *Founder and Executive Director, AmpleHarvest.org*

*Note: The American food bank network is made up of 33,500 food pantries that provide the food to 50 million "food insecure" Americans – including 1 out of every 4 children (1 in 3 if Hispanic) under the age of six years old..*

While more than 40 million Americans grow food in home or community gardens, often more than they can use, preserve or share with friends, 50 million people have access only to the processed food available at a food pantry.

While these gardeners did not know that they could donate excess food or where to donate it, tens of thousands of food pantries nationwide did not know they could accept fresh food or that it even exists in their own community.

With food waste being a global problem, this disparity is replicated in many countries around the world. It doesn't have to be this way.

Using the Internet to educate, encourage and empower gardeners who would have left excess food to rot in the garden to instead get it to those with least access to it, AmpleHarvest.org's technology based solution to malnutrition and hunger rolled out across the USA in 2009 connecting growers to a local food pantry desperate for produce.

Not only is fresh produce healthier than canned food (no excess salt or sugar in the diet), has a much smaller carbon footprint and has taste and eye appeal too. In a world where childhood obesity and diabetes is growing, access to fresh food helps assure that children can opt to eat a healthier diet as they get older. It also enables growers to reach into their backyard instead of their back pocket to help their neighbors in need.

AmpleHarvest.org's innovative use of "just in time" inventory logic enables pantry clients to get produce fresher than would normally found in food stores because the produce is harvested *and* donated within hours of when the pantry clients will take it home. The model also eliminates the need for additional storage space or refrigeration.

AmpleHarvest.org itself does not feed people. Rather, it gets people fed by creating an entirely new supply channel between the community and the food pantries while also enabling the pantries to "talk back" about their specific needs thereby improving the efficiency and the flow of community support.

This easy to implement, scalable and sustainable solution results in growers being able to share their excess harvest, and to do so for the rest of their gardening life – and at no cost to the growers or the community.

Only four years old and now supported by the White House, Google, food banks, the faith community, the SNF Foundation and others, more than 6,000 food pantries (about 20% of America's total) across all 50 states can now receive garden fresh produce from local backyard gardeners using AmpleHarvest.org.

One California food pantry reported: *"Within 1 hour of adding the pantry to AmpleHarvest.org, I received a call from a local family with 10 orange trees. Until she had heard of AmpleHarvest.org, her family spent time cleaning up rotten fruit off the ground. Now they give to low income families in their community. Since speaking with her, she has dropped off 8 large bags full of locally grown oranges"*

All it took was an Ample Harvest – and a heart.

Additional information is available at: [www.AmpleHarvest.org/TEDx](http://www.AmpleHarvest.org/TEDx), [www.AmpleHarvest.org/PBS](http://www.AmpleHarvest.org/PBS) and [www.AmpleHarvest.org/CNN](http://www.AmpleHarvest.org/CNN)

**Marta Solsona**, Program Manager of International Programs, "la Caixa" Foundation

Consistent with the founding values of "la Caixa" and its commitment to society, "La Caixa" Foundation seeks to be an entity that is an international point of reference, committed to human rights, peace, justice and people's dignity. "La Caixa" Foundation has as its mission to

contribute to the advance of people and society, with particular emphasis on the most vulnerable groups.

Since 1997, at "la Caixa" Foundation, we have been committed to helping to eradicate poverty in countries in Africa, Asia and Latin America through our own programs as well as through strategic alliances and collaborations with third parties with which we share mission and values. These partnerships are based on the coincidence of objectives between the partners and the need for collaboration of agents in the nearby areas where projects are developed. This ensures greater efficiency when addressing resources and promoting projects.

The main aim of this talk is to show some examples of collaboration between "la Caixa" Foundation and: NGOs, Private Sector, Civil Society, other Foundations and Multilateral Organisms, all of them with the commitment to helping to eradicate poverty in developing countries.

These are some of the examples:

NGOs: From the very beginning, we have focused on supporting projects that implement sustainable economic alternatives by promoting the setup of micro companies, cooperatives or other income generating processes. Through our annual call for projects, Spanish non-governmental organizations present proposals, together with their local partners who, in fact, do take a very active role in organizing the projects and providing economic and human resources. The final objective is to improve living conditions and avoid creating the so called "aid dependency factor" associated with other financing mechanisms.

Volunteering: We can also contribute a great deal by offering other strategic resources in order to strengthen development initiatives. In 2007, we set up a Corporate Volunteering Program which we called CooperantesCaixa, as part of "la Caixa" Corporate Social Responsibility, and as another way of Cooperation (although in this case, with no funds) between the private sector and non-profit organizations. CooperantesCaixa provides a short-term technical volunteer scheme, offering to the partner organizations the highly skilled, professional profile of the "la Caixa" employees, to reinforce their own capacities and contribute to the feasibility and sustainability of the micro initiatives.

Civil Society: In Humanitarian Aid and Emergency projects, our aim is to improve the quality of life of those populations facing chronic or sudden emergencies, such as those caused by natural catastrophes. In this respect, I would like to highlight the case of the earthquake in Haiti in January 2010, which seriously deteriorated living conditions in an already fragile country. Spain broke its record of citizen mobilization and support, and for example, the "la Caixa" bank account to which donations could be made, managed to get contributions from 60,000 citizens for a total amount of 3 million Euros. A further 800,000 Euros were added to this total, as an extra donation of "la Caixa" Foundation. All these contributions have been allocated to various projects, ranging from first priority emergency, to tackling the most urgent needs of the Haitian population in issues concerning health, shelter, water, sanitation

and food. Other further projects are concerned with the reconstruction and rehabilitation of the country itself.

Private Sector: In this case, I would like to talk about the Child Vaccination Program which we are running in collaboration with GAVI Alliance, and which is a clear example of the great impact that can be achieved through alliances and partnerships. The program's main aim is to fight against child mortality, a scar on the lives of 9 million children in developing countries, a fact which we cannot ignore and which we must help to overcome. GAVI Alliance, the first world alliance in the public and private sector that fights against child mortality in the poorest countries. GAVI's achievements are outstanding. Since it was created in 2000, it has vaccinated 2BB million children in72 countries, and prevented 5.4 million premature deaths, according to the World Health Organization.

But not only did we contribute financially, but also by giving the GAVI the possibility of working with the "la Caixa" client companies. This led to the launch of the Business Alliance for Child

Vaccination, an innovative corporate social responsibility initiative, addressed at Spanish companies who wish to join the fight against child mortality. It is an excellent opportunity for social action, open to all companies, small, medium or large, since donations can be made from 1000 Euros

We firmly believe that it is important to work in collaboration with all the stakeholders involved.

As the African saying goes *"If you want to go fast, go on your own. If you want to go far, then go with others"*.