

POSSIBILI AZIONI DEI COMUNI PER INTERVENTI DI SVILUPPO DELL'INTEGRAZIONE SCOLASTICA A FAVORE DEGLI STUDENTI CON DISABILITÀ.

RISORSE E STRUMENTI NORMATIVI CON CUI UN COMUNE PUÒ FAR FRONTE ALL'EMERGENZA ABITATIVA DEI PROPRI CITTADINI.

GESTIONE DEI SERVIZI SOCIALI E SOCIO-SANITARI: QUALI FORME DI GOVERNANCE POSSIBILI PER I COMUNI.

LA PIANIFICAZIONE SOCIALE DI COMPETENZA COMUNALE.

L'ARMONIZZAZIONE CONTABILE. RAGIONI DI UNA RIFORMA E, IN TAL SENSO, ELEMENTI CHIAVE DEI NUOVI PRINCIPI.

LE NOVITÀ NEI SISTEMI DI PAGAMENTO VERSO LA PA. PAGOPA E LE SUE CONSEGUENZE SULL'ORGANIZZAZIONE DI UN ENTE LOCALE.

IL GRUPPO AMMINISTRAZIONE PUBBLICA. INDIRIZZO E CONTROLLO SULLE SOCIETÀ PARTECIPATE.

IL PIANO DI RAZIONALIZZAZIONE DELLA SPESA. DEFINIZIONE, FINALITÀ E CONTROLLI.

SISTEMA DI CONTROLLO INTERNO DEGLI ATTI

SISTEMA DI VALUTAZIONE NEGLI ENTI LOCALI

**POTERE DI AUTOTUTELA DELLA PUBBLICA
AMMINISTRAZIONE**

**RAPPORTO TRA DIRITTO DI ACCESSO E DIRITTO DI
PRIVACY**

Billionaire Chuck Feeney achieves goal of giving away his fortune

Level 3 • Advanced

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Irish-American mogul's philanthropic foundation runs out of cash after 38 years

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- 1 Chuck Feeney has achieved his lifetime ambition: giving away his \$8bn fortune while he is still around to see the impact it has made. For the past 38 years, Feeney, an Irish-American who made billions from a duty-free shopping empire, has been making endowments to charities and universities across the world with the goal of "striving for zero ... to give it all away".
- 2 Recently, Feeney, 89, achieved his goal. The Atlantic Philanthropies, the foundation he set up in secret in 1982 and transferred almost all of his wealth to, has finally run out of money. As he signed papers to formally dissolve the foundation, Feeney, who is in poor health, said he was very satisfied with "completing this on my watch". From his small rented flat in San Francisco, he had a message for other members of the super-rich, who may have pledged to give away part of their fortunes but only after they have died: "To those wondering about Giving While Living: try it. You'll like it."
- 3 Feeney, who gave most of his money away in secret, said he hoped more billionaires would follow his example and use their money to help address the world's biggest problems. "Wealth brings responsibility," he often said. "People must feel a responsibility to use some of their assets to improve the lives of their fellow humans, or else create intractable problems for future generations."
- 4 Christopher Oechsli, the president and chief executive of The Atlantic Philanthropies, said Feeney would not preach his views to other members of the global super-rich: "But he would scratch his head and say 'How many yachts or pairs of shoes do you need? What is all this wealth accumulation about, when you can look about you and see such tremendous needs?'"
- 5 Oechsli said Feeney would not criticize other people for not giving more "but he would be dumbfounded – what is all that wealth about if you're not going to do good with it?" He said the one-time \$8bn man would encourage the likes of Jeff Bezos, the Amazon founder and world's richest person who has an estimated \$186bn fortune, to "pick a global problem that interests you and invest your wealth and get involved."
- 6 Feeney was influenced by Andrew Carnegie's essay 'The Gospel of Wealth', with its declaration that "the millionaire will be but a trustee for the poor." "I have always empathized with people who have it tough in life," Feeney said in an interview in 2010. "And the world is full of people who don't get enough to eat." Feeney has lived a remarkably frugal lifestyle, not owning a car or home and only one pair of shoes. He was known for flying only in economy class, even when members of his family and colleagues would travel in business class on the same plane.
- 7 Oechsli, who has worked for Feeney for more than 30 years, said his boss had once tried to live a life of luxury, but it didn't suit him. "He had nice places and nice things. He tried it on and it wasn't for him," Oechsli said. "He doesn't own a place, doesn't own a car. The stories of his frugality are true: he does have a \$10 Casio watch and carry his papers in a plastic bag. That is him. That's what he felt comfortable with, and that's really who Chuck has been."
- 8 It was in the early 1980s, when his Duty Free Shoppers (DFS) Group empire was raking in huge amounts of money, that Feeney decided he would give it all away. He secretly transferred his shares in the company to the Atlantic Philanthropies. "What am I going to do with all the money?" he recalled thinking. "Like many of the wealthy people today, I have so much money that I wouldn't be able to spend it."
- 9 His attitude to money is in stark contrast to his DFS co-founder, Robert Miller, the 293rd richest person in the world, who has a \$6bn fortune. Miller has luxury homes in Hong Kong, New York, Paris and Gstaad, Switzerland, as well the 14,500-hectare Gunnerside estate country park in Yorkshire.
- 10 Miller and Feeney have not spoken since the latter sold his stake in DFS in 1996. A dispute with Miller over the sale led to Feeney's once-secret philanthropy being exposed in the run-up to a court challenge. DFS Group operates more than 420 duty-free boutiques at 11 international airports.
- 11 Over the years, Feeney has given more than \$3.7bn to higher education institutions, including