



WINGS

**WORLDWIDE
INITIATIVES
FOR
GRANTMAKER
SUPPORT**

International connections

Resources that support the growth and development
of community foundations globally

Researched and written by Eleanor W. Sacks

Acknowledgments

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About the Symposium



Community foundations:
Symposium on a global movement

The Symposium was an international gathering of community foundation representatives from around the globe, who met in Berlin in December 2004 to look at the role of community foundations and their impact, worldwide. Many of the participants have remained in touch with each other and are exploring ways of retaining and strengthening international connections.

About WINGS and WINGS-CF

WINGS is a network of almost 120 associations of grantmakers and other grantmaker support organisations in more than 60 countries around the world which have joined together to create opportunities to learn from and support one another in their work of strengthening and promoting philanthropy. Within WINGS, constituent groups have formed to pursue their specific interests. The primary example is WINGS-CF, an active network that includes nearly 70 organisations supporting the development and work of community foundations.

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About this report

This report is a first effort to record international linkages between community foundations and the organisations dedicated to the promotion and development of community foundations, including those funding internationally. It was commissioned by WINGS as part of the follow up to *Community foundations: Symposium on a global movement*, the first global gathering of community foundation practitioners (with researchers and academics) held in Berlin in late 2004. The Symposium generated enthusiasm and excitement for transnational connections that offer technical assistance and financial support to community foundations and also professional development opportunities to those people engaged in starting and running them. The WINGS-CF network and Symposium participants are keen to add value to the field and avoid overlap or duplication: this mapping exercise is intended to assist their discussions.

1 Introduction

Starting in the late 1970s the modern community foundation concept began to spread around the globe. To date community foundations, with vastly different backgrounds and traditions, have been established in at least 46 countries on every inhabited continent. Community foundations are successfully adapting local traditions of charity in order to build and mobilise resources for the benefit of their communities

What community foundations have in common are their determination to:

- serve a geographic community comprehensively;
- provide grants to support non-profits and community-based activity, addressing a wide variety of emerging and changing needs in the community;
- provide services that help donors – individuals, families, corporations, other foundations, public bodies – fulfil their vision for the community;
- encourage a wide variety of donors to come together to meet local needs through their foundation;
- seek to build a permanent resource for the community (most often through the creation of endowed or permanent funds); and
- engage in a broad range of community leadership and partnership activities, serving as catalysts, conveners and facilitators to solve problems and develop solutions to important community issues.

They are independent foundations, whose boards, advisers and volunteers reflect the communities they serve, and operate openly and transparently in order to build trust.

Not only has the number of community foundations been expanding globally, but the numbers and types of resources to support their development have also expanded. The global interactions among community foundations, and the organisations that support their development, are increasing and helping to spur community foundation development and learning.

A unique event took place in Berlin in December 2004. *Community foundations: Symposium on a global movement* brought together for the first time community foundation practitioners from around the globe to look at community foundation issues from a global perspective. The Symposium also included funders and other organisations that support the development of community foundations, and broke new ground by having academic and independent researchers present the findings of their research on community foundations in sessions with practitioners. By all measures the participants found the Symposium to be a stimulating opportunity to learn more from their peers about the issues and challenges they face in their

own countries.¹ By the end of the Symposium, participants had no doubt they were part of a global movement. They left the Symposium wanting more interaction on a global basis.

This report on international connections, funded by the Charles Stewart Mott Foundation, provides an overview of resources available worldwide to advance community foundation development. In particular it looks at how international and transnational resources assist the formation and strengthening of these essentially local organisations.

2 The global expansion of community foundations: a brief overview

The modern community foundation, which is designed to meet the needs of people in a defined geographic region instead of a group defined by ethnicity or religion, began in the US with the formation of the Cleveland Foundation in 1914. The concept spread very quickly to Canada where the Winnipeg Foundation was established in 1921.

The expansion of community foundations globally began in earnest when the concept reached the United Kingdom in the late 1970s. The success of community foundations there gave international funders and local activists in other parts of Europe and around the globe the confidence that the model could be adapted to meet local conditions.² This was true even for the countries in Central and Eastern Europe and Russia where the practice of private philanthropy had been suppressed while they remained under communist regimes. The founding of the Healthy City Community Foundation of Banská Bystrica in 1994 began the successful introduction of community foundations in parts of the world that were struggling to create democratic, political, economic and social structures in order to be fully integrated into global systems. As countries adapted themselves to the new market economy, the need arose to build an active nonprofit sector to meet the needs of those left behind. Community foundations provided an effective means to build trust in civil society institutions and to support a nonprofit sector based on transparent operations and open and broadly representative governance structures.

The key findings of the *2005 Community foundation global status report*³, capturing data up to the end of 2004, are:

- At least 1175 community foundations now exist in 46 countries around the world.
- The total number of community foundations grew by 5 percent in 2004 and the number of countries increased by 9 percent.
- 40 percent of community foundations globally exist outside the US, up from 37.5 percent in 2003 and 34 percent in 2002.
- The number of community foundations outside the UK, Canada and the US was 274, which represents a one-year growth rate of 24 percent.
- Countries in Africa and Southeast Asia, especially, are showing a lot of new activity around community foundation formation.
- Not only are community foundations located in all parts of the world, they have become a global movement that is increasingly interconnected and helping to spread the concept into newer and under-served parts of the world.

¹ More information about *Community foundations: Symposium on a global movement*, including the results of the evaluation by participants, can be found at the Symposium's website:
< <http://www.cfsymposium.org> >

² Appendix I gives dates of the establishment of the first community foundations formed in a sample of countries around the world.

³ The *2005 Community foundation global status report*, along with previous reports published in 2000, 2003 and 2004, is available at < http://www.wingsweb.org/information/publications_community.cfm >.

The remarkable development and expansion of community foundations globally could not have occurred without the many different types of resources described in the sections that follow. A list of relevant weblinks for all organisations and programmes referenced in this report can be found in Appendix II.

3 Global funders

Perhaps the most important of the international resources for community foundation development has been the steadfast and continuing leadership of major international funders, especially the Charles Stewart Mott Foundation and the Ford Foundation. Their support is more than just financial. The creativity they have shown in funding a range of programmes to support individual community foundations and community foundation development, and their belief in the power of the community foundation concept to make a difference in local communities, has sustained the community foundation movement around the world. Without their encouragement and financial support, it is certain that the community foundation concept would not have spread as far and as fast as it has. These two foundations are now increasing the impact of their grantmaking by collaborating on large global projects, such as the Community Foundation Symposium in Berlin and the World Bank's Community Foundation Initiative and the new Global Fund for Community Foundations.

Charles Stewart Mott Foundation. The Mott Foundation based in Flint, Michigan (US), has been a consistent supporter and promoter of community foundations in the United States and around the world since the late 1970s, taking its lead from its President, William S White, and his personal commitment to the community foundation concept.

The Mott Foundation takes a long-term approach to community foundation development. It realises that there are no short cuts to creating strong community philanthropy organisations at the grass roots level, and that community foundations need more than just financial resources to be successful. It has provided direct grants and challenge grants to community foundations to help build their endowments and for innovative grants programmes. It has also recognised the benefit of building strong infrastructure by its core funding for grantmaker associations and their programmes for technical assistance, information provision and networking opportunities.

The Mott Foundation's first experience with international grantmaking for community foundations was a joint venture in the late 1980s with the Charities Aid Foundation (CAF) to develop a technical assistance programme to promote the growth and development of community foundations in the United Kingdom. Several years later Mott again partnered with CAF to fund a challenge grant programme that would select three community foundations in the UK to receive funds for a 2:1 match for establishing their own permanent endowments. Mott contributed £1 million to this programme and arranged for the provision of technical assistance to the eligible UK community foundations. Community Foundation Network, the membership organisation for UK community foundations, was established in 1991 and the Mott Foundation was, from the start, its major donor. At the same time the Mott Foundation began supporting the further development of community foundations in Canada, primarily by funding Community Foundations of Canada, with grants continuing today.

The Community Philanthropy Initiative (CPI) at the European Foundation Centre (EFC) began to take shape in 1997 when Suzanne Feurt went to the EFC as a loaned executive from the Mott Foundation. Suzanne had been the Mott Foundation's programme officer for grantmaking to community foundations and was involved in designing some of the most successful Mott programmes for community foundations in the US. During the three years Suzanne was based at the EFC, she worked to promote community philanthropy and

community philanthropy organisations, including community foundations, and to create a new, Europe-wide support structure for community philanthropy organisations. CPI was formally adopted as an EFC project in January 2000.

The experience the Mott Foundation gained in encouraging the growth and development of community foundations in the US through its technical assistance programmes also led it to provide international consultancy services to new and emerging community foundations in many countries around the globe including the UK, Central and Eastern Europe, South Africa, Russia and Mexico.

Today Mott's support for community foundations is provided through its Civil Society programme, which focuses its efforts in four key areas: South Africa, Central/Eastern Europe and Russia, United States, and International. The Foundation maintains offices in South Africa and in London, UK. The latter takes responsibility for Mott's grantmaking in Central/Eastern Europe and Russia. The US and most "Special Initiatives – International" portfolios are handled from Mott headquarters in Flint.⁴

Ford Foundation. The Ford Foundation's interest in community foundations goes back at least to the 1960s when it took notice of community foundations and their potential to be a force for social change in American society. At that time the Ford Foundation embarked on a national programme of major grants to selected US community foundations to promote more innovative grantmaking and foundations that were more socially active.

The Ford Foundation spearheaded the effort to form the Puerto Rico Community Foundation in the mid-1980s in order to develop a local funding partner and to improve its grantmaking on the island. The success of the Ford Foundation's foundation-building strategy in Puerto Rico led it to provide direct support for the development of other community foundations around the globe, including community foundations in Kenya, South Africa and India.

Today the Ford Foundation, often in conjunction with the Mott Foundation, is providing major support for global community foundation initiatives, such as the Berlin Symposium and the World Bank's Community Foundation Initiative. It has made major infrastructure grants to support organisations around the world. Its grants to community foundations tend to focus on areas where it has a programmatic interest, such as poverty and rural development, racism and inclusiveness, and peace and social justice. Most recent grants for community foundation development in the US tend to have been in rural and/or poor areas, such as support for the Nebraska Community Foundation, the Community Foundation for Appalachian Ohio, community foundations along the US-Mexico border, and the start-up of community foundations in West Virginia and in areas of intense poverty in rural Alabama.

It has also supported these core issues outside the US. With support from the Ford Foundation and the Atkinson Charitable Foundation (Canada), Community Foundations of Canada (CFC) created its Social Justice Initiative which has allowed CFC and its members to begin to explore the role community foundations can play in social justice issues. Ford is also supporting CFC's work on diversity and on leadership. The Ford Foundation is supporting peace building as well by providing operating support for Foundations for Peace, a global network devoted to peace building in societies torn apart by violent conflict.

⁴ For more about the Mott Foundation's support for community foundations, see *Sowing the Seeds of Local Philanthropy: Two decades in the field of community foundations*, published in May 2000 by the Mott Foundation on the 20th anniversary of its involvement with community foundations. Available for download: < <http://www.mott.org/publications/pdf/CFP.pdf> >.

A list of relevant weblinks for the Mott Foundation and all other organisations and programmes referenced in this report can be found in Appendix II.

The Ford Foundation maintains twelve offices outside the US in Africa, Asia, Latin America and Russia, in addition to its headquarters in New York. It also has funding partnerships in Israel and Eastern Europe.

World Bank. The World Bank is becoming a major player in the global community foundation movement. In 2003 the World Bank, with major financial support from the Mott and Ford foundations, began its Community Foundation Initiative. The first phase of the project was aimed to identify “three to six community foundation pilot projects in a variety of countries to demonstrate the model’s ability to empower communities to enhance and sustain community driven development” and to build “internal knowledge and interest within the World Bank in community foundations as a development tool.”⁵

The Community Foundation Initiative is a partnership between the World Bank and the International Committee of the Council on Foundations. The Bank hired Dr Juraj Mesik of the Slovak Republic, the founder of the first community foundation in Central and Eastern Europe, to be its Senior Community Foundations Specialist.

The Bank is currently entering Phase II of the Initiative. Phase II will continue to raise awareness about community foundations within the World Bank, integrate the community foundation concept into the Bank’s planning and operations, and assist community foundation start-up in selected countries. This will be done by ensuring that pilot community foundations start well, by expanding the number and areas of pilot countries, by deepening the World Bank’s own understanding and expertise, and by broadening the scope of tools and mechanisms within the World Bank to advance community foundations.

A grant to create a Global Fund for Community Foundations was approved by the World Bank in June 2005. It is initially a three-year project that has four grantmaking streams, which will be available to World Bank client countries:

- technical assistance and capacity building for community foundations,
- grants to support community foundations (seed funding, challenge grants),
- learning and knowledge sharing, and
- monitoring and evaluation.

Worldwide Initiatives for Grantmaker Support (WINGS) has been selected to manage the Global Fund for the World Bank because of its network’s expertise and global scope. The Global Fund has also received major commitments for funding from the Mott, Ford and Kellogg foundations and from USAID. It is seeking \$6 million over the three-year period and will explore making this a longer-term fund. The Global Fund has the potential to have a great impact on the growth and quality of community foundations in areas that are currently not well served.

USAID. The United States Agency for International Development (USAID) has been instrumental in supporting community foundation development, although thus far it has had no defined community foundation strategy. Its efforts are decentralised, and decisions are made on a country by country basis. Within the headquarters of USAID there is a growing interest in the community foundation concept and its potential for democracy building and for community development, even though currently it must rely on its local in-country offices to request assistance for community foundation development. USAID’s support for community

⁵ “Community Foundations”, 25 October 2005, < <http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/ORGANIZATION/CFPEXT/FOUNDATIONSEXT/0,,contentMDK:-20120729~menuPK:260709~pagePK:60000013~piPK:60000077~theSitePK:267976,00.html> >

foundations has often taken the form of an exit strategy, when countries “graduate” from USAID programmes, but the ways the support is delivered has taken several forms.

Organisations and foundations that have received support for community foundation development from USAID include:

- ***Baltic-American Partnership Fund (BAPF)***, an independent foundation, co-funded with by the Soros Foundation, working in the three Baltic states.
- ***Inter-American Foundation (IAF)***, an independent agency of the United States government, working in Latin America and the Caribbean, and a funder of the US-Mexico Border Philanthropy Partnership
- ***Counterpart International-Bulgaria***, a USAID contractor, working in Bulgaria to develop community foundations as part of its Bulgaria Community Fund and Social Enterprise Programme through 2006.
- ***Kenan Institute Asia (KIASia)***, an independent organisation working in Thailand, received endowment and grant support from USAID and is incubating the community foundation development effort there, primarily by providing in-kind support to ***Friendship to Community Foundation***'s Community Foundation Initiative.
- ***Ekopolis Foundation***, a private foundation in the Slovak Republic, received funding from USAID, in partnership with the Mott Foundation, for community foundation development from 1999-2002.

Open Society Institute (the Soros Foundation). OSI and the ***Soros national foundations*** have played a significant role in promoting and developing community foundations in a number of Central and Eastern European countries, including Poland, the Slovak Republic, Bulgaria and in the Baltic states, through the Baltic American Partnership Fund, which it created in conjunction with USAID. The Open Society Institute's East East Program: Partnership beyond borders, which supports international exchanges, also made scholarship funds available through the Soros national foundations for participants attending the Symposium in Berlin.

4 Foundations supporting community foundation development internationally

There have been a number of national and regional funders which have taken an interest in supporting community foundation development. Some of the most prominent include:

The ***William and Flora Hewlett Foundation*** is supporting the US-Mexico Border Philanthropy Partnership and has made another grant to the Synergos Institute for community foundation capacity building in other parts of Mexico. However, the core focus of the Foundation's work in Mexico is not on community foundations, but on improving the enabling environment for philanthropy. The philanthropy component of their grantmaking is under review and no new activity is anticipated over the next year. The Foundation assisted the Symposium in Berlin through scholarship support for community foundation practitioners from its Mexico grantees.

The ***W K Kellogg Foundation*** has been a major supporter of community foundations in the US, and especially in Michigan through support for the Council of Michigan Foundations and its community foundations group. It has programmatic interests in Latin America and has made grants to several community foundations there as partners in advancing its programme interests. It also made available technical assistance funds for participants attending the Berlin Symposium from these community foundations.

The **Freudenberg Stiftung**, a private foundation in Germany, has been working in the Simin Han area of Tuzla in Bosnia and Herzegovina. It helped create the Community Foundation Simin Han to continue the projects it had initiated and to “place further development measures into the hands of the citizens”.

The **Charities Aid Foundation** (UK) was an early promoter of community foundations in the UK and provided support for community foundation development there. Its Russian office, **CAF-Russia**, brought the community foundation concept to Russia and helped establish the first community foundations there under extremely difficult circumstances. CAF-Russia continues to support community foundation development in Russia.

5 Organisations that support the development of community foundations⁶

In addition to funders, there are other types of organisations that support community foundation development. Many of these are member-based associations, but others are not. These organisations, collectively known as support organisations, undertake a range of services including promotion of the community foundation concept and provision of technical assistance, training, written material and other resources, such as access to information technology. Some have also handled pass-through grants for funders interested in working through community foundations with their grantmaking, and they have organised challenge grant programmes to assist community foundation growth.

Member-based associations of grantmakers for the most part serve a broad range of foundations, of which community foundations are only one type. Typically these will have dedicated services and staffing for their community foundation members, such as the national Council on Foundations and the Council of Michigan Foundations in the US, and the Mexican Centre for Philanthropy (CEMEFI). Two support organisations have been formed to serve only community foundations, namely Community Foundations of Canada and the Community Foundation Network in the UK. In one unique case, a group of US community foundations formed a national support organisation in 1949 which later expanded to become the Council on Foundations representing all types of foundations. It is more common for development to go in the opposite direction. For example, the German association of foundations – the Bundesverband Deutscher Stiftungen – extended its services to community foundations, as these new organisations began to emerge in Germany.

Some support organisations that are not member-based are formed prior to the existence of community foundations in order to promote the community foundation concept and seed their growth. As community foundations emerge, they begin to provide the full range of services offered by support organisations. In a few cases, other existing foundations have also taken on the roles of a support organisation, for example, the Bertelsmann Foundation in Germany, which also manages the Transatlantic Community Foundation Network (see below), the Fondazione Cariplo (Italy), Ekopolis Foundation (Slovak Republic), King Baudouin Foundation (Belgium) and Tindall Foundation (New Zealand).

Bilateral aid organisations such as USAID have been involved in forming support organisations by hiring contractors with community development expertise to fill this role. Contracted support organisations, however, may only have a limited time span. In a number of cases the Soros national foundations also have functioned as support organisations.

Most often support organisations are formed on a national basis. However, the Fondazione Cariplo is focused regionally in the north of Italy. The United States also has a large number

⁶ Relevant weblinks for support organisations discussed in this section can be found in Appendix III, Current list of WINGS-CF participants.

of statewide and multi-state support organisations, in addition to the national Council on Foundations.

There are several relatively new national networks of community foundations. These networks are generally less structured than support organisations and usually run by member volunteers. Current examples include networks in Poland, Russia, the Slovak Republic, and Southern Africa.

The table below gives some examples of the years of formation of support organisations, or when they established programmes specifically for community foundations. It helps illustrate the geographic scope of community foundations and the increase in resources available to support the development of community foundations globally.

<u>Date of Formation</u>	<u>Country</u>	<u>Organisation</u>
1949	US	Council on Foundations
1991	UK	Community Foundation Network
1992	Canada	Community Foundations of Canada
1994	Russia	Charities Aid Foundation - Russia
1996	Germany	Bertelsmann Foundation
1997	Italy	Fondazione Cariplo
1998	Europe	European Foundation Centre's Community Philanthropy Initiative
1998	Poland	Academy for the Development of Philanthropy in Poland
1998	Belgium	King Baudouin Foundation
1998	Baltic states	Baltic American Partnership Fund – Estonia, Latvia and Lithuania
1998	Mexico	Mexican Center for Philanthropy (CEMEFI)
1998	South Africa	Southern African Grantmakers Association
1999	Brazil	Institute for the Development of Social Investment (IDIS)
2001	Bulgaria	Counterpart-Bulgaria
2002	Philippines	Association of Foundations
2004	Thailand	Friendship to Community Foundation

Support organisations with transnational scope. Several support organisations operate transnationally. One of these is the ***European Foundation Centre's Community Philanthropy Initiative (CPI)***. This programme is a reference point for community philanthropy in Europe and works to promote and sustain community foundations. CPI offers assistance to developing and newly-established community foundations and related initiatives in areas where no infrastructure or support organisations currently exist. It provides information and resources to facilitate the development of new community foundations, and an annual networking meeting to share learning and increase connections in Europe. In addition, CPI has welcomed participants from many countries outside Europe to its networking meeting, and CPI has been a resource for community foundation development in other parts of the world.

Another transnational support organisation is the ***Synergos Institute*** which works primarily in Africa, Latin America and Southeast Asia. Synergos has been responsible for providing technical assistance to a number of emerging community foundations on an individual basis and to support organisations in the areas where it is active. It manages the US-Mexico Border Philanthropy Partnership and provides technical assistance to the participating community foundations. Synergos is helping to spread the community foundation concept globally through its Senior Fellows network, and by organising and participating in workshops and conferences in places like the Philippines, Thailand, South Africa, Brazil and other countries in the global south.

The **Council on Foundations** supports global community foundation development through its **International Programs** group. International Programs' main contribution is to coordinate the Advisory Committee for the World Bank's Community Foundation Initiative.

National meetings of community foundation support organisations. A number of the larger national community foundation support organisations have invited international participants to their meetings, in order to increase global learning and networking. These include:

- Council on Foundations Fall Conference for Community Foundations, held annually in September or October.
- Community Foundations of Canada – held every two years in May. The next meeting will be in 2006.
- European Foundation Centre's Community Philanthropy Initiative's annual networking meeting, which takes place just before the EFC's Annual General Assembly in late May or early June.
- Community Foundation Network (UK) – biennial meeting held usually in early May. The next will be in 2007.
- Community Foundation Partnership (Russia) – annual conference held in the summer.
- The forum of Philanthropy Australia with the Foundation for Rural and Regional Renewal – a national event held every other year welcomes international participation with regional events held in alternating years.

In some cases, these organisations have been able to provide scholarships for international participants through grants from outside funders, notably the Mott Foundation.

Resource material. A number of the larger member-based support organisations have produced excellent material that they are willing to share globally with others. In some cases these publications are available for purchase, but in other instances they are offered free with the understanding that when material is used, the support organisations that developed them are acknowledged. These include:

- Community Foundations of Canada
- Council on Foundations, Community Foundation Services (US)
- Council of Michigan Foundations (US)
- Community Foundation Network (UK)

Other support organisations, such as CAF-Russia, have provided resources on a more regional basis, including resource materials, technical assistance, and study tours. The Synergos Institute has produced case studies on community foundation formation and a foundation sourcebook which are available on its website.

Many support organisations also publish newsletters for their member foundations which highlight the exchanges and connections between local foundations and their international counterparts. In addition to the support organisations listed above, the Council on Foundations International Programs group publishes a quarterly newsletter entitled International Dateline which is available online. The Transatlantic Community Foundation Network (TCFN) also publishes an electronic newsletter.

6 Opportunities for global learning and networking

WINGS and WINGS-CF.⁷ WINGS-CF is global network of support organisations concerned with community foundation development, whose mission is to strengthen the infrastructure for the field. It is one of the constituent groups of Worldwide Initiatives for Grantmaker Support (WINGS), which represents the full range of philanthropy support organisations.

WINGS-CF works to strengthen support organisations through a number of activities. It has established a peer matching programme known as One-2-One. Four exchanges have taken place thus far, with representatives of one support organisation visiting another for one to two weeks. The most recent exchange saw a group from the Philippines visiting Philanthropy Australia to learn more about community foundation support and development..

WINGS-CF has held biennial meetings since 1998. The next meeting is planned for November 2006 in Bangkok, Thailand. WINGS-CF also publishes case studies and reports that are available on its website, including the ongoing series of *Community foundation global status reports*.

The WINGS-CF network consists of 68 support organisations from around the world (as of October 2005). A full list of the WINGS-CF network can be found in Appendix III.

In 2003 WINGS-CF was asked by the Mott and Ford foundations to take responsibility for planning and putting on *Community foundations: Symposium on a global movement*, the first global meeting of community foundation practitioners. The purpose of the Symposium was to discuss key issues for community foundations from a global perspective. WINGS-CF seemed the natural choice to design and deliver this global gathering due to its international reputation and global scope. The Symposium exceeded all expectations of its funders, organisers and participants and has set the stage for increased global networking and peer learning in the future. WINGS-CF is helping to plan the next steps for building on the global connections and excitement generated by the Symposium, and WINGS is developing the new Global Fund for Community Foundations.

Community foundation visits and study tours. Newly-forming community foundations have found that a structured visit to an established community foundation is a powerful way to learn quickly about the concept and how successful community foundations operate. Early in the global development of community foundations, the US was the primary source for learning about the structure and function of community foundations. Now that community foundations have been established successfully in other parts of the world, and in countries where traditions of philanthropy are very different, emerging community foundations can look to community foundations in their own regions or in other countries for successful community foundation models. For example, CAF-Russia has been instrumental in helping to advance the community foundation movement in the Baltic states and has advised development efforts in other parts of Central and Eastern Europe. Community foundations in Belgium and in Ghana have recently visited community foundations in the UK. It is hard to catalogue all the visits that have taken place within countries and transnationally. Community foundations are inspired by what they learn, and have taken best practice back to adapt in their communities. As a result they have been able to sharpen their focus and speed the development of their own community foundations.

⁷ More information about WINGS-CF and its resources and programmes can be found on the WINGS website: < <http://www.wingsweb.org> >.

7 Opportunities for transnational learning and networking

There are a number of formally structured programmes that provide transnational opportunities for peer learning.

Transatlantic Community Foundation Network (TCFN). TCFN was begun in 1999 as a major initiative of the Bertelsmann Foundation and the Charles Stewart Mott Foundation. The mission of TCFN is to “facilitate, nurture and encourage the growing interest in the idea of community foundations in Germany and Europe by strengthening communication and interaction with community foundation practitioners in the US, Canada and other countries where the concept is well-rooted.”⁸ Its first three-year phase was completed in 2002 and renewed for another three years. In the second phase, which ended earlier in 2005, TCFN brought together representatives of 44 community foundations from Europe and North America (US, Canada and Mexico).⁹ The work of the network in Phase 2 was distributed among three working groups on areas central to the mission and operations of community foundations:

- community leadership – non-grantmaking roles of community foundations;
- organisational development and effectiveness; and
- raising the visibility of the community foundation concept.

Although the initial idea for TCFN may have been to transfer knowledge and experience from the more established community foundations in North America to Europe, the evaluation report for Phase 2 details how important TCFN is to the thinking and practice of the North American community foundations which participated. They found the Network broadened their understanding of their roles in their own communities, gave them new and fresh perspectives on their work, and often changed how they did their business. TCFN has recently been renewed for an additional three-year period, and will continue to build on its earlier work and disseminate outputs widely.

Transatlantic Community Foundation Fellowship (TCFF). The Transatlantic Community Foundation Fellowship is a partnership programme between the German Marshall Fund of the United States (GMF), the King Baudouin Foundation, which has offices in Belgium and the US, and the Charles Stewart Mott Foundation. TCFF allows community foundation professionals from Europe and the US to exchange ideas and experience, as well as to learn about the social, cultural and economic circumstances affecting community foundations in a country other than their own. Every year five fellows and five host foundations are selected from the US and five each from Europe to participate in three-week exchanges. The first class of fellows was selected for exchanges in 2000, and the programme has run annually since then.

All the fellows meet before their exchanges for an orientation session, and then again for debriefing after the exchanges. The German Marshall Fund also has received funding from the Mott Foundation to continue the networking among fellows after their exchange visits. GMF has provided funds for US fellows and representatives of US host foundations to attend the European Foundation Centre’s Community Philanthropy Initiative annual meetings and for European fellows and host foundations to attend the annual Council on Foundations Fall

⁸ “2. Mission and Objectives”, 25 October 2005, < <http://www.tcfm.efc.be/goto.php?goto=20> >

⁹ More information about Phase 2 of TCFN can be found in the evaluation report at < http://www.tcfm.efc.be/20_tcfm_project/texts/TCFN%20Phase%20II%20eval%20-%20FINAL.pdf >, and in *Building an International Learning Community: Lessons and Insights from the Transatlantic Community Foundation Network*, < http://www.tcfm.efc.be/40_whatnews/Texte/TCFN_lessons_FINAL.pdf >.

Conference for Community Foundations. GMF also supported the attendance of TCFF participants at *Community foundations: Symposium on a global movement* in Berlin in 2004. The TCFF programme is currently being considered for renewal of its funding; it is expected that the programme will continue.

US-Mexico Border Philanthropy Partnership (BPP). The Border Philanthropy Project, managed by the Synergos Institute, involves 21 community foundations on both sides of the US Mexico border and nine national and regional funders. The mission of the partnership is to “improve the quality of life of low-income communities along the US-Mexico Border.” BPP aims to “achieve this objective by strengthening border community foundations, dedicated to long-term, sustainable and effective community development.”¹⁰ The US Mexico border region represents one of the poorest parts of the US, and conversely, one of the most prosperous parts of Mexico due to the existence of manufacturing plants set up there by US companies.

The partnership has a funding model that divides up responsibilities for funding the project. Each BPP funding partner makes a grant to the Synergos Institute to support the management of the project, to provide technical assistance services to the community foundations and to organise networking meetings, known as Learning Communities. The foundations also agree to make grants directly to community foundations in the areas where they operate, for projects that fit in with the mission of their foundations. Thus, for example, the Inter-American Foundation funds community foundations in Mexico, whereas the Ford Foundation supports community foundations on both sides of the US border through its New York and Mexico City offices. The first three-year project phase was completed in 2005. BPP is now entering its second phase for an additional three-year period.

Transatlantic Initiatives Fund. In 2004 the German Marshall Fund of the United States (GMF) developed a new programme, the Transatlantic Initiatives Fund (TIF), which is “a partnership between the GMF and leading US and European community foundations that are committed to preparing the next generation of community leaders to work in a more global world, and that are keen to look abroad for innovative approaches to pressing issues at home.” Community foundations in the programme work with GMF staff to identify “issues affecting their communities and convene a select delegation of community leaders to participate in study tours to European cities grappling with the same issues.”¹¹ GMF staff design and organise the seven- to ten-day study tours, accompany the group and provide appropriate follow-up.

In 2004, GMF partnered with four foundations and the Brookings Institution, a Washington DC-based think tank, to study European approaches to a range of urban policy challenges. The US community foundations which participated in the programme were from Cleveland, Pittsburgh, Greater Milwaukee and Miami-Dade County. Thus far, the programme has been working very quietly, but GMF expects to expand it in the coming year.

8 Networks of community foundations formed around programmatic issues

The global community foundation movement has progressed to the point where it is beginning to see the formation of networks around programmatic issues.

Coalition of Community Foundations for Youth (CCFY). The most developed coalition, the Coalition of Community Foundations for Youth (CCFY), was formed in 1991 before the

¹⁰ “US-Mexico Border Philanthropy Partnership”, 26 October 2005,

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

¹¹ “Transatlantic Initiatives Fund”, 25 October 2005, < <http://www.gmfus.org/fellowships/tif.cfm> >

emergence of community foundations worldwide. However, its membership is currently transnational, with over 275 community foundations from the US, Canada, Mexico and the Caribbean. CCFY's mission is to "strengthen the leadership capacity of community foundations to improve the lives of children, youth, and families"¹², which it does by carrying out the three themes that inform its work: linking, learning and leveraging. Not only does it receive support from large private foundations in the US, such as the Annie E Casey Foundation; it also receives voluntary contributions from its network of members.

One of CCFY's programmes has been to facilitate the formation of the Association of Caribbean Community Foundations (ACCF), a member-based regional association of community foundations. Since its inception in 2003, "CCFY has provided fiscal and administrative support to ACCF and continues to help build its infrastructure through technical assistance to increase philanthropic skills and resource development to create a sustainable organisation."¹³

Foundations for Peace. A new and evolving global network is Foundations for Peace. It was initiated by the Community Foundation for Northern Ireland in 2003 with funding from the European Union, and includes another community foundation, the Greater Rustenburg Foundation in South Africa, among its eight members. Membership in Foundations for Peace is limited to grantmakers in countries or regions characterised by divided societies with the potential for violence. Members come from Northern Ireland, South Africa, Israel, India, Nepal, Sri Lanka, and the Balkans. The network is committed to the values of peace building, social justice, human rights and inclusion.

Youth Advisory Committees and Youth Banks. In 1988 the Council of Michigan Foundations received funding from the W K Kellogg Foundation to initiate its Michigan Community Foundations' Youth Project. Each community foundation in Michigan was challenged to set up a Youth Advisory Committee (YAC) "made up of young people and adult mentors – to address local youth needs, assist in fund development activities and direct grantmaking toward youth programs."¹⁴

The YAC concept has now spread globally. There is a keen interest in Europe where committees of young people are known as Youth Banks. Material from the Council of Michigan Foundations (CMF) has been used to spread the concept in North America and beyond. Community Foundations of Canada has established its own Youth in Philanthropy programme. The Community Philanthropy Initiative has taken an active role in promoting Youth Bank initiatives in Europe. Youth Banks also are active in South Africa.

Although no formal global network of YACs/Youth Banks exists, global connections are growing. YAC members from North America and Youth Bank participants from Europe have attended the annual CMF Summer Youth Grantmakers Conference. Youth Banks and YACs have been participating in numerous international exchanges. YAC members from Canada have been involved in exchanges with Russian community foundations. Members of the Berks County Community Foundation YAC (US) visited the Togliatti Community Foundation (Russia) in the summer of 2005. Together with the Togliatti Youth Bank they made a joint presentation at the Russian Community Foundation Conference to promote the cause of youth philanthropy. The Berks County-Togliatti exchange grew out of, and was funded by, the German Marshall Fund's Transatlantic Community Foundation Fellowship

¹² "About CCFY", 25 October 2005, < <http://www.ccfy.org/aboutus/index.htm> >

¹³ "Association of Caribbean Community Foundations", 25 October 2005, < <http://www.ccfy.org/accf/index.htm> >

¹⁴ "How It All Began - History of MCFYP", 25 October 2005, < http://www.youthgrantmakers.org/Resources_History.html >

programme, with grant support from the Mott Foundation. More TCFF alumni have expressed interest in participating in exchanges.

Aspen Institute's Rural Development Philanthropy Learning Network (RDP). Developing community foundations in rural areas is very different from developing community foundations in more populated areas. The Aspen Institute created the Rural Development Philanthropy Learning Network to increase connections and learning among community foundations in rural parts of the US through peer exchange and networking.

Rural areas are characterised by:

- a small population base that is widely spaced;
- the lack of financial resources, which makes the creation of endowments more difficult; and
- a smaller base of nonprofit organisations to address community needs.

All of these factors make the formation of community foundations in rural areas harder to achieve. Opportunities for meeting with peers to discuss common issues are rare, due to distance and the lack of financial resources. As part of the RDP programme the Aspen Institute also is engaged in research projects that focus on rural community foundation issues, such as the role of geographic component funds in serving rural areas.

Although membership in RDP is primarily US-based, the network has at least eight members from countries outside the US, including: South Africa, Malaysia, India, Australia, Canada, Kenya, and Scotland. RDP learnings and material were very important to the Foundation for Rural and Regional Renewal in Australia in developing its programmes for building community foundations in rural areas. Many emerging community foundations around the world find they have more in common with the issues facing small rural community foundations, than they do with the more developed community foundations in the US and elsewhere.

The Aspen Institute also does training with individual community foundations, and has worked one-on-one with community foundations in Africa. Where appropriate the Aspen Institute forms strategic partnerships and works collaboratively with other organisations, such as New Ventures in Philanthropy, interested in studying and promoting rural philanthropy.

9 Fellowship programmes

Center on Philanthropy and Civil Society – The City University of New York. The Center on Philanthropy and Civil Society's Emerging Leaders International Fellows Programme provides leadership training through applied research and professional mentorships for young scholar-practitioners in the nonprofit sector. The programme is open to scholars and practitioners interested in building Third-Sector capacity in the United States and overseas. This year's Fellows will be selected from abroad, and from communities of colour under-represented in the US grantmaking sector. Fellows are based at The Graduate Center of The City University of New York, where they design and pursue an individualised research project and participate in a seminar with Third-Sector leaders. Specific topical areas are chosen each year.

The research topic for those participating in the 2006 Emerging Leaders Programme, and the programme's Diversity Fellowship, is community foundations. A limited number of fellowships for research on diaspora philanthropy, as well as other topics, may also be available for applicants based outside the United States.

Synergos Senior Fellows. The Synergos Senior Fellows programme is a cornerstone of its efforts to “strengthen local foundations in developing countries”. The Fellows programme, begun in 1999, selects mid-career, talented foundation leaders from highly effective philanthropic institutions to be Fellows for a three-year term. Synergos links the Fellows in a global learning network. The Fellows also serve as “peer consultants to other foundations around the world” and discern “trends, models and innovations” in practices that are distributed more broadly.¹⁵ The Senior Fellows programme has four major components: global networking, capacity building service delivery, leadership skills development, and knowledge production and dissemination. Fellows are selected through an applications process. More than one third of the fellows to date have come from community foundations or have an active interest in community foundation development.

Johns Hopkins University, International Fellows in Philanthropy Program. The International Fellows in Philanthropy Program promotes advanced study, research, and training at the Johns Hopkins Institute for Policy Studies, Center for Civil Society Studies. The fellowships can be for one semester (four months) or a full academic year (nine months), and up to eight persons are selected each year. The International Fellows programme has received support from the Mott Foundation to support two fellows from community foundations in 2005-06.

10 Conclusion

The community foundation concept has found global acceptance, due to its ability to adapt to local economic and social conditions and to different traditions of giving. Community foundations have been established successfully in countries around the world. No longer are community foundations being formed in relative isolation. They benefit from a large number of resources, which have been created to spur their development locally, regionally, and internationally, and from the one-to-one contacts with their peers.

This report documents the many ways that community foundation development is being supported. Resources for development continue to grow along with the number of community foundations. However, upon closer examination it is clear that there are many gaps in funding and support. Very few of the resources are truly global. Funders have defined areas and regions where they make grants and they may change their funding priorities. Support organisations, while widespread, are at different stages of development. Programmes for community foundation practitioners, especially, are often limited to specific regions or countries, leaving large parts of the world uncovered.

Community foundations: Symposium on a global movement was the first attempt to bring community foundation practitioners together from around the world to discuss issues of common concern. It was evident to the community foundation practitioners who attended that they are now part of a global movement and that the Symposium was merely the starting point for building a global network of community foundations. This report will serve to inform those who are interested in knowing about the resources available, and to further the dialogue on next steps for increasing the connectedness of community foundations around the world and supporting their own very positive form of globalisation.

¹⁵ “Senior Fellows Program,” 25 October 2005, < <http://www.synergos.org/programs/fellows.htm> >

Appendix I: Data on community foundation formation in selected countries

A total of 46 countries have reported on community foundation developments. This selection is designed to highlight the global spread of community foundations. For a fuller picture, see the *2005 Community foundations global status report*¹⁶.

<u>Date of first Community Foundation</u>	<u>Country</u>	<u>Number to Date</u>
1914	US	700+
1921	Canada	144
1976	UK	57
1983	Australia	25
1985	Puerto Rico	1
1991	Japan	1
1994	Slovak Republic	12
1996	Germany	84
1997	Kenya	1
1998	Poland	21
1998	Russia	19
1998	South Africa	7
1999	Italy	14
2000	Korea	1
2002	Estonia	3
2003	Bosnia & Herzegovina	1
2005	Ghana	1

¹⁶ Source: *2005 Community foundation global status report*,
< http://www.wingsweb.org/information/publications_community.cfm >.

Appendix II: Organisations and programmes referenced in the report

Name	URL
Aspen Institute's Rural Development Philanthropy Learning Network (RDP)	www.aspencsg.org/rdp
Baltic-American Partnership Fund (BAPF)	www.bapf.org
Bertelsmann Foundation	www.bertelsmann-stiftung.de
Center on Philanthropy and Civil Society's Emerging Leaders International Fellows Programme (The City University of New York)	www.philanthropy.org/programs/intnl_fellows_program.html
Charities Aid Foundation	www.cafonline.org
Charities Aid Foundation - Russia	www.cafonline.org/cafrussia
Charles Stewart Mott Foundation	www.mott.org
Coalition of Community Foundations for Youth (CCFY)	www.ccfy.org
Community Foundation Network (UK)	www.communityfoundations.org.uk
Community Foundations of Canada	www.cfc-fcc.ca
Community Philanthropy Initiative (CPI)	www.efc.be/cpi
Council of Michigan Foundations	www.cmif.org
Council on Foundations	www.cof.org
Counterpart International - Bulgaria	www.counterpart-bg.org
Ekopolis Foundation	www.ekopolis.sk
European Foundation Centre	www.efc.be
Fondazione Cariplo	www.fondazionecariplo.it
Ford Foundation	www.fordfound.org
Freudenberg Stiftung	www.freudenbergstiftung.de
Friendship to Community Foundation	www.kiasia.org/fcf
Inter-American Foundation (IAF)	www.iaf.gov
Johns Hopkins University, International Fellows in Philanthropy Program	www.jhu.edu/~philfellow
Kenan Institute Asia	www.kiasia.org
King Baudouin Foundation	www.kbs-frb.be
Open Society Institute (Soros Foundation)	www.soros.org
Synergos Institute	www.synergos.org
Synergos Senior Fellows	www.synergos.org/programs/fellows.htm
Tindall Foundation	www.tindall.org.nz
Transatlantic Community Foundation Fellowship (TCFF)	www.gmfus.org , www.kbs-frb.be
Transatlantic Community Foundation Network (TCFN)	www.tcfn.efc.be
Transatlantic Initiatives Fund (TIF)	www.gmfus.org/fellowships/tif.cfm
United States Agency for International Development (USAID)	www.usaid.org
US-Mexico Border Philanthropy Partnership (BPP)	www.borderpartnership.org
William and Flora Hewlett Foundation	www.hewlett.org
W K Kellogg Foundation	www.wkkf.org
World Bank	www.worldbank.org

Appendix III: Current list of WINGS-CF participants

As of 25 October, WINGS-CF counted 68 participants. More information on them can be found at < <http://www.wingsweb.org/network/profiles.cfm> >.

Organisation name	Country	URL
Academy for the Development of Philanthropy in Poland	Poland	www.filantropia.org.pl
Aktive Bürgerschaft e.V.	Germany	www.aktive-buergerschaft.de
Association of Baltimore Area Grantmakers	United States	www.abagmd.org
Association of Caribbean Community Foundations	Anguilla	www.caribbeancfs.org
Association of Community Foundations in Bulgaria (ACFB)	Bulgaria	
Association of Foundations	Philippines	www.afonline.org
Association of Slovak Community Foundations	Slovak Republic	www.komunitnenadacie.sk
Baltic American Partnership Program	Estonia	www.bapp.ee
Baltic American Partnership Program	Latvia	www.bapf.lv
Baltic American Partnership Program	Lithuania	www.bapp.osf.lt
Bangladesh Freedom Foundation	Bangladesh	www.freedomfound.org
Bertelsmann Stiftung	Germany	www.bertelsmann-stiftung.de
Bundesverband Deutscher Stiftungen e.V.	Germany	www.stiftungen.org
Center for Philanthropy	Ukraine	www.philanthropy.org.ua
Centre for the Advancement of Philanthropy	India	www.capindia.org
Centro Mexicano para la Filantropia (CEMEFI)	Mexico	www.cemefi.org
Charities Aid Foundation (CAF)	United Kingdom	www.cafonline.org
Charities Aid Foundation - Russia	Russian Federation	www.cafonline.org/cafrussia www.cafrussia.ru
China NPO Network	China	www.npo.com.cn/eindex.htm
Community Foundation Network	United Kingdom	www.communityfoundations.org.uk
Community Foundations for Pennsylvania	United States	www.communityfoundations.org
Community Foundations of America, Inc.	United States	www.cfamerica.org
Community Foundations of Canada	Canada	www.cfc-fcc.ca
Connecticut Council for Philanthropy	United States	www.ctphilanthropy.org
Consortio Ecuatoriano para la Responsabilidad Social (CERES)	Ecuador	www.redceres.org
Council of Michigan Foundations	United States	www.cmif.org
Council on Foundations	United States	www.cof.org
Counterpart International - Bulgaria	Bulgaria	www.counterpart-bg.org www.counterpart.org
Czech Donors Forum	Czech Republic	www.donorsforum.cz
European Foundation Centre	Belgium	www.efc.be
Florida Federation of Community Foundations	United States	
Fondation de France	France	www.fdf.org
Fondazione Cariplo	Italy	www.fondazionecariplo.it/Fondazioni_Locali.htm
Forum of Regional Associations of Grantmakers	United States	www.givingforum.org
Foundation in Support of Local Democracy	Poland	www.frld.org.pl www.frld.kielce.pl
Fundacao Luso-Americana para o Desenvolvimento	Portugal	www.flad.pt/flad_en
Fundacion Esquel	Ecuador	www.esquel.org.ec
German Marshall Fund of the United States	United States	www.gmfus.org
Indiana Grantmakers Alliance, Inc.	United States	www.indianagrntmakers.org
Initiative Bürgerstiftungen	Germany	www.die-deutschen-buergerstiftungen.de

Organisation name	Country	URL
Institute for the Development of Social Investment (IDIS)	Brazil	www.idis.org.br
Inter-regional Public Foundation Siberian Civic Initiatives Support Center	Russian Federation	www.cip.nsk.su/fund
International Council on Management of Population Programmes (ICOMP)	Malaysia	www.icomp.org.my
International Youth Foundation	United States	www.iyfnet.org
Jamaica Foundations and Corporate Donors	Jamaica	
Kenya Community Development Foundation	Kenya	www.kcdfoundation.org
King Baudouin Foundation	Belgium	www.kbs-frb.be
League of California Community Foundations	United States	www.lccf.org
Maecenata Institut für Philanthropie und Zivilgesellschaft	Germany	www.maecenata.de
Minnesota Council on Foundations	United States	www.mcf.org
Nadace VIA	Czech Republic	www.nadacevia.cz
Nadacia Ekopolis	Slovak Republic	www.ekopolis.sk
North Carolina Association of Community Foundations	United States	
Ohio Grantmakers Forum	United States	www.ohiograntmakers.org
Open Society Foundation	Slovak Republic	www.osf.sk/English
Peipsi Center for Transboundary Cooperation (Peipsi CTC)	Estonia	www.ctc.ee
Philanthropy Australia Inc.	Australia	www.philanthropy.org.au
Philanthropy New Zealand	New Zealand	www.philanthropy.org.nz
Platform Gemeenschapsfondsen	Netherlands	www.gemeenschapsfondsen.nl
Portuguese Foundation Centre	Portugal	www.cpf.org.pt
Puerto Rico Community Foundation	Puerto Rico	www.fcpr.org
Sampradaan - Indian Centre for Philanthropy	India	www.sampradaan.org
Southeastern Council of Foundations	United States	www.secf.org
Southern Africa Community Foundation Association (SACOFA)	South Africa	
Southern African Grantmakers' Association (SAGA)	South Africa	www.donors.org.za
Synergos Institute	United States	www.synergos.org
Transatlantic Community Foundation Network (TCFN)	Germany	www.tcfn.efc.be
Washington Grantmakers	United States	www.washingtongrantmakers.org