



# MOVING FROM CRISIS TO COMMUNITY BUILDING

KEY LESSONS FROM A FUNDER  
COLLABORATIVE

**AAPIP**

BUILDING  
DEMOCRATIC  
PHILANTHROPY

Cover image: Civic Engagement Fund participants from Arab Resource and Organizing Center, African Advocacy Network, Narika, Omid Advocates, Alliance of South Asians Taking Action, and Council on American Islamic Relations at the May Day Immigrant Rights march in San Francisco, 2010.  
*Photo courtesy of Sabiha Basrai.*

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# FOREWORD

**W**hen the terrorist attacks of September 11<sup>th</sup> happened, discrimination was not something new to Arab, Middle Eastern, Muslim and South Asian (AMEMSA) communities. But since that fateful day, AMEMSA people of all ages and walks of life have been the visible targets of not only hateful individuals, but also heightened government scrutiny including discriminatory national security and immigration policies and practices, targeted mass detentions, FBI and police surveillance, and profiling and questioning at airports.

Thirteen years later, the politically-charged and hostile climate towards AMEMSA communities has not abated. Harassment and bullying of AMEMSA people is commonplace in workplaces, schools, places of worship, online, in the media and in other settings. Even well-meaning people are often willing to look the other way as the rights, livelihoods and safety of fellow citizens and immigrants in our country are sacrificed in the name of the “War on Terror.”

This politically-charged climate was mirrored in the philanthropic sector. There was an immediate outpouring of philanthropic support for victims of the 9/11 attacks and for reinvestment in the neighborhoods and businesses affected. But with the exception of a few foundations that have been longtime supporters of civil and human rights,<sup>1</sup> very little attention was paid by the philanthropic sector to the AMEMSA communities experiencing hate violence, bullying, workplace discrimination and racial and religious profiling by government entities in the aftermath of 9/11.

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<sup>1</sup> Notable exceptions to philanthropy's hesitancy to engage with AMEMSA communities in the immediate aftermath of 9/11 included Atlantic Philanthropies, Open Society Foundations, the Ford Foundation, the Carnegie Corporation, some community foundations, and smaller progressive and family foundations.

In the years since then, a set of policies, laws, legal decisions and surveillance practices have emerged that continue to have chilling effects on giving to nonprofits serving AMEMSA communities. In addition, foundation leaders' views about the Palestine-Israel conflict have played a role in lack of funding to AMEMSA communities in the U.S. And even today, AMEMSA community organizations are often deemed too risky for funders to support due to a general lack of familiarity about them and the communities they serve.



*Representatives of Afghan Coalition and African Advocacy Network engage in discussion at a CEF convening.*

For those familiar with the histories of communities of color and immigrant communities in the U.S., the singling out of AMEMSA communities as targets of suspicion and societal hostility was a wake-up call for our democracy. Just as Japanese Americans didn't create Pearl Harbor, the AMEMSA communities didn't create 9/11. Asian Americans/Pacific Islanders in Philanthropy (AAPIP) understood from the history of Japanese American internment that silence was an unacceptable response and that it was important for the broader AAPI community to show solidarity and support AMEMSA communities. From AAPIP's perspective, building philanthropic support for AMEMSA leadership was the necessary response because turning back the threats to civil rights and civil liberties in this new era would only be possible with a strong movement led by the most affected communities.

In the San Francisco Bay Area, a handful of representatives of local foundations went against the grain of the post 9/11 climate of apathy and fear in philanthropy. Along with the philanthropic affinity groups Grantmakers Concerned with Immigrants and Refugees (GCIR) and AAPIP, these funders began to meet to learn about and identify ways to support AMEMSA communities experiencing backlash and discrimination. With their support, the first report for the field of philanthropy documenting the needs of the broad range of affected communities in the post 9/11 context was researched and published by GCIR and AAPIP. A roundtable organized as part of the research effort brought a diverse group of Bay Area AMEMSA organization leaders and funders face-to-face for the first time in 2003. The scan of AMEMSA community needs and infrastructure in the San Francisco Bay Area revealed that AMEMSA organizations were either new or emerging, and were struggling with organizational capacity challenges commonly faced by young organizations.<sup>2</sup> Further, AMEMSA communities and organizations were relatively isolated from each other and were not aware of relevant resources and groups from their region.

<sup>2</sup> Sarita Ahuja, Pronita Gupta and Daranee Petsod, "Arab, Middle Eastern, Muslim and South Asian Communities in the San Francisco Bay Area: and Introduction for Grantmakers." Report published by Grantmakers Concerned with Immigrants and Refugees and Asian Americans/Pacific Islanders in Philanthropy, November 2004.

Following a funders' briefing on the Bay Area report, participating funders asked AAPIP as a trusted partner to house a collaborative fund that would regrant to AMEMSA communities. While AAPIP had not administered a collaborative fund before, we decided it was important to play a role in connecting AMEMSA communities with foundation funding. It also reflected AAPIP's commitment to working beyond its perceived self-interest as part of a broader social justice movement – supporting not only South Asian communities but also Arab and Muslim communities with whom we had not worked in the past.

In 2006, AAPIP established the Civic Engagement Fund (CEF). It was the first effort<sup>3</sup> in the nation to build relationships between funders and the diverse AMEMSA communities targeted in the post 9/11 climate, and to direct capacity building resources to them. Since then, the CEF has raised and regranted close to \$1 million for Bay Area AMEMSA organizations. Building on an initial phase of capacity building for individual organizations, CEF addressed some of their common challenges – including the chilling effect on civic engagement experienced by AMEMSA communities facing national security-related backlash and discrimination. By intentionally creating a safe environment that lessened isolation and encouraged collaboration, CEF evolved into a rare model of funder support for network building and cultivating civic engagement in marginalized communities.

Perhaps the greatest impact of funding collaboratives like the CEF in the Bay Area and the Proteus Fund's Security and Rights Collaborative at the national level has been the emergence of a new generation of racial justice leadership in largely immigrant communities at the national and grassroots levels, and spaces for them to connect and learn from one another and with other communities of color across race, ethnicity and religion.

In recent years the results of investments in AMEMSA organizations can be seen in successful coalition efforts – most visibly in the Bay Area and New York – in which AMEMSA groups are playing leading roles and collaborating with other issue- and community-based groups to win real progress on shared civil and human rights challenges at the local level. In solidarity with other communities of color, AMEMSA organizations are increasingly part of growing multiracial movements countering racial profiling at the local and national levels.

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<sup>3</sup> National funders later established another post 9/11 pooled fund, the Security and Rights Collaborative, housed at the Proteus Fund. Started in 2009, the SRC funds local advocacy within America's Muslim, Arab and South Asian communities, and supports their partnerships with allies in the civil rights and racial justice movements to build an inclusive rights movement that addresses the root causes of race-based discrimination.



*Civic Engagement Fund final convening. Islamic Cultural and Community Center, Oakland, CA.*

Through the CEF, AAPIP is proud to have made a small contribution to the growth of the AMEMSA community infrastructure and leadership development in the Bay Area. Our role as a social justice philanthropy intermediary was to connect AMEMSA organizations with foundations, manage a pooled fund and funder learning community, foster organizational development and create the space for building trust and working relationships in the AMEMSA field. The report that follows shares some of what we learned over several years working closely with AMEMSA organizations and with the funder collaborative.

As the CEF comes to a close, much more should and could be done to engage more foundations in this work. Among the CEF grantee organizations, fundraising remains a major challenge, and the gap of even the modest \$10,000 general operating grants provided by the CEF is difficult to fill with other funding. In the Security and Rights Collaborative's recent national survey of AMEMSA organizations, only 28 foundations nationwide were identified by the field as supporting their national security and human rights work, and 18 of them fund only one organization in the field.<sup>4</sup>

In the wake of the government spying scandals exposed by Edward Snowden and others, it is more important than ever for philanthropic institutions to directly invest in AMEMSA communities. These are not “fringe” issues or communities. Americans are losing fundamental rights and freedoms that define us as a nation – not just some of our communities but all of us. As a result of being specifically targeted since 9/11, AMEMSA communities are moving from the margins to the center of advocacy on these issues and working on many fronts to stop racial and religious profiling and other abuses of government power.

It takes courage to take on unpopular issues and hold our government agencies accountable to democratic values. AMEMSA organizations need more funding

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<sup>4</sup> Hafiz, Sameera. *Survey of the Field Countering Muslim, Arab and South Asian Profiling, Surveillance and Discrimination*. Open Society Institute, May 2014, p. 25.

allies to continue this difficult work that ultimately benefits us all. AAPIP's call for continued action in philanthropy includes educating the boards and executive leadership of foundations about what is at stake, and about the important advocacy role played by AMEMSA communities on civil rights and civil liberties issues. Philanthropic institutions, which are largely insulated from political and financial pressures, are in a unique position to uphold our nation's values and principles by investing in the organizations and the next generation of leaders who are working so hard to fight discrimination and defend our democracy.

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# ACKNOWLEDGEMENTS

**A**APIP is indebted to all of the staff and leaders of the AMEMSA organizations we have partnered with over the years through the CEF. They continue to inspire our work as their commitment and resolve provide authentic signs of hope and amazing opportunities for philanthropy to build collaborations and partnerships that create deep learning communities for all of us to protect our democracy in times of crisis.

We would like to give special recognition to Kathy Lee, formerly at the Tides Foundation and a member of AAPIP and GCIR, who had the vision to insist that foundations be knowledgeable about the impact of 9/11. Her energy and commitment sparked the early work that eventually led to the CEF.

This work would not have been possible without the thoughtful and supportive group of funders and advisory group members who provided strategic leadership and resources over the life of the CEF. The San Francisco Foundation has been an anchor partner with AAPIP from the outset to establish the CEF as a pooled fund. Key participants in the CEF Advisory Committee and learning community included the Firedoll Foundation, the Wallace Alexander Gerbode Foundation, The San Francisco Foundation, the Rosenberg Foundation, the Silicon Valley Community Foundation (formerly the Peninsula Community Foundation), the Y&H Soda Foundation, and the Whitman Institute. Early participants in the CEF Advisory Committee also included the Evelyn & Walter Haas, Jr. Fund and the Walter and Elise Haas Fund. During its second phase, the CEF received support from the Community Leadership Project, a collaboration of the William and Flora Hewlett Foundation, the James Irvine Foundation and the David and Lucile Packard Foundation to build the capacity of people of color-led organizations in California. Additional appreciation goes to the David and Lucile Packard Foundation for

the idea and subsequent funding for a video project to document the CEF story. The video project was developed, filmed, edited and produced by Storytellers for Good and the Lightbox Collaborative.

Most importantly, we are deeply appreciative and grateful for the immense contributions to this effort of key CEF staff, Archana Sahgal and Sharon Hing in Phase I and Laila Mehta in Phase 2. They created, nurtured and persevered with the AMEMSA leaders so that the Fund would be a “rallying cry” to address the needs of communities most impacted by the events of 9/11. In turn, their leadership and ability to succeed were greatly enhanced by the enormous contributions of other AAPIP staff, consultants and partners who contributed to the development, design, implementation, and assessment of the CEF: Sarita Ahuja, Carol Cantwell, Cynthia Choi, Lucia Corral-Pena, Shenaaz Janmohamed, Dana Kawaoka-Chen, Pronita Gupta, Daranee Petsod and Nadia Roumani.

This is the “village” of The Civic Engagement Fund for AMEMSA Communities. It has been a remarkable journey up to this point with exceptional people and institutions. It is truly a privilege for AAPIP to work and live in this village.



Peggy Saika



Civic Engagement Fund final convening. Islamic Cultural and Community Center, Oakland, CA.

# INTRODUCTION

Immediately following 9/11, AMEMSA communities faced an onslaught of civil rights issues - including workplace discrimination, hate crimes, bullying, profiling and harassment – and immigration infractions – including deportations and intimidation by immigration officers and law enforcement.

The politically volatile climate fomented by the “War on Terror” also impacted the philanthropic sector. It made funders and potential funders -- both individual donors and foundations - cautious. Some AMEMSA organizations were deemed too risky, due to a general lack of familiarity about them and the communities they serve, as well as perceived political positions tied to the politics of the Middle East. Further, national security laws, policies and legal decisions adopted since 9/11 have had a chilling effect on funding to AMEMSA organizations in the U.S. who face constant suspicion and even illegal surveillance by federal and local law enforcement.

Following the events and climate created by the events of September 11, 2001, a group of Bay Area grantmakers began meeting to learn about communities that were most impacted, and to identify ways to support AMEMSA communities experiencing unprecedented backlash and discrimination. The result was the Civic Engagement Fund (CEF), a collaborative fund housed and staffed at Asian Americans/Pacific Islanders in Philanthropy (AAPIP) from 2006 – 2013 that invested in building the capacity and strengthening the network of AMEMSA community organizations in the Bay Area.

The CEF was a unique example of AAPIP’s approach of bridging the gap between philanthropy and lesser known communities. As a funding model, it reflected one of

our core values: that philanthropy is most effective when it is equitable and inclusive – driven by the assets and leadership of our diverse communities. In particular, CEF’s responsive and collective approach to grantmaking provides many lessons for the field on how to invest in communities during times of crisis in a politically-charged environment.

In this report, AAPIP shares key elements of our approach in the CEF and highlights for funders what we have learned about the kinds of investments needed to support community organizations that are often overlooked by philanthropy.

## **A Collaborative Approach to Addressing Post 9/11 Backlash**

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In the Bay Area, several Bay Area-based funders came together with an interest in supporting AMEMSA communities: the Firedoll Foundation, the Wallace Alexander Gerbode Foundation, The San Francisco Foundation, the Rosenberg Foundation, and the Silicon Valley Community Foundation (formerly the Peninsula Community Foundation). Early participants in the CEF Advisory Committee also included the Evelyn & Walter Haas, Jr. Fund and the Walter and Elise Haas Fund. (In Phase 2, the Y&H Soda Foundation, and the Whitman Institute joined.)

AMEMSA communities in the Bay Area were for the most part under the radar of organized philanthropy, and at the time disaggregated data on the communities was not easy to find. With support from The California Endowment and The San Francisco Foundation, AAPIP and Grantmakers Concerned with Immigrants and Refugees collaborated to research and produce [a 2004 report on AMEMSA community needs and infrastructure](#). The research revealed that AMEMSA organizations were either new or emerging, struggling with organizational capacity challenges, relatively isolated from each other, and generally not aware of resources and groups that could provide support.

The funders who learned from the initial research process to assess the Bay Area landscape wanted to provide seed and capacity building support to AMEMSA organizations facing a crisis situation. These funders were able to align this investment approach with their respective funding strategies ranging from civic engagement, immigrant integration, leadership development, civil rights, faith-based support and racial justice. AAPIP was asked to host and staff the collaborative fund.

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## CEF's Funding Strategies

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The first phase of the CEF was designed to address themes that emerged from a 2004 landscape analysis of AMEMSA organizations and infrastructure. They were struggling with organizational capacity challenges commonly faced by young organizations. Also, AMEMSA communities and organizations were relatively isolated from each other and were not aware of relevant resources and groups from their region. Phase I of the CEF (2006 - 2009) offered two rounds of capacity building grants ranging from \$2,000 to \$10,000, as well as convening spaces that provided technical assistance, discussions on organizational goals, values, and community responsiveness and interactions between funders and organizations.

Recognizing that a fund to support AMEMSA community organizations would not exist in perpetuity, after the first few years AAPIP sought to position the organizations for the longer-term. Based on lessons learned from Phase I, including a commissioned evaluation, Phase 2 of the CEF (2010 - 2013) was designed to build AMEMSA community power and the field as a whole. Recognizing the challenging climate for civic engagement of AMEMSA communities, CEF in Phase 2 intentionally sought to create a safe environment that bridged differences and encouraged collaboration on the social justice issues facing AMEMSA communities in the Bay Area. The funding strategy shifted from capacity building of individual organizations to field building. AAPIP provided \$10,000-\$25,000, multiple-year general support grants over 3 years.

[Video: Watch the CEF Story](#)



*Participants at the first convening of Phase 2 discuss the political participation of their communities.*

# SUPPORTING AMEMSA COMMUNITY ORGANIZATIONS: WHAT WE LEARNED

*The two phases of CEF focused on organizational development, individual and collective capacity building, peer learning and community building. AMEMSA community infrastructure in the Bay Area is more connected now than ever before.*

**A**s stated above, Phase 1 was a responsive funder strategy to provide seed funding and capacity building support to new and emerging organizations facing a crisis situation. In 2010, at the onset of Phase 2, Islamophobia was almost becoming entrenched in the realm of U.S. foreign and domestic policy, in the words of public officials, and in the media. At the same time, AMEMSA organizations were seeing the links between their struggles and those of other communities in the U.S. Yet they were not recognized as contributing to the racial or immigrant justice movements.

AAPIP designed Phase 2 based on feedback from community organizations involved in Phase 1 that organizations saw the value in collaborations yet needed to build trust among one another before considering partnerships and building alliances on issues of common concern. The focus of Phase 2 was on providing space and support for AMEMSA organizations to come together, strategize and take action on key issues that 1) they themselves identified as central to their advancement, and 2) would bring a different kind of visibility of AMEMSA organizations to the philanthropic sector.

By the end of Phase 1, some of the AMEMSA organizations in the Bay Area had a keen sense of what was needed to build strong bases of support and move issues forward at the community and institutional levels. They were in positions to shape

an agenda and help move it forward, in partnership with others. In order to honor the different types of leadership that existed among the groups, Phase 2 identified three organizations to serve as Network Organizers, who were responsible for developing and driving collaborative work through the course of the entire phase.

Phase 2 required grantees to work together on issues that they themselves identified as strategic and critical to the advancement of AMEMSA communities in the U.S. At the first convening, the organizations selected the issues that they wished to focus on for the three-year phase: Immigrant and Refugee Rights, Civil Rights and Liberties, and Immigrant and Refugee Rights. Over the three years of Phase 2, the 16 participating organizations met in three Leadership Circles to share their knowledge and experience regarding the issue, identify areas where they could work together on the issue, and develop a joint strategy to take action on the issue. Each Network Organizer facilitated one circle.

CEF intentionally focused on supporting local efforts, due to recognition of the lack of resources allocated for local work and the fact that AMEMSA organizations, among others, are increasingly recognizing that impact can be more sustainable at the local level. Two of the Network Organizer organizations were based in the Bay Area but were part of national organizations that were based either in DC or NY. This exposed the entire cohort of AMEMSA organizations to the value that local organizing and advocacy can have at the national level.

## Supporting AMEMSA Community Organizations: ACCOMPLISHMENTS AND IMPACTS



At the midpoint of Phase 2, AAPIP commissioned an assessment to better understand the impact of CEF from the perspective of grantees, funders and key informants. Findings included the following accomplishments and impacts:

Leveraged \$1 million of new funding from San Francisco Bay Area based foundations to AMEMSA communities.

Leveraged more than \$150,000 from AAPIP Giving Circles to AMEMSA organizations and exposed organizations to this model of community philanthropy.

Provided critical core support. For some grantees the AAPIP grant was their first grant. All CEF grants were important in part because they could be leveraged to attract other

foundation funding. In Phase 2, the knowledge that funding could be expected for 3 years, for core support, was what many organizations needed to be able to grow and sustain themselves.

Built understanding and relationships with funders. Through organizing presentations by funders and inviting funders to attend parts of CEF convenings, the CEF greatly increased most grantees' exposure to the world of philanthropy, helped them understand what funders are looking for, and demystified the grantmaking process.

CEF had the hope that ultimately, national funders would pay attention to the organizing and policy advances made at the local levels and connect their strategies by making regional investments. We are pleased that in 2015 the Security and Rights Collaborative has launched a regional strategy involving a blend of small grants, technical assistance, convening space, and funder education. They have initiated work in the Bay Area as their first site, in large part due to the networks created or strengthened by the CEF both at the AMEMSA organizational level and the funder level. We hope that other regions will benefit from the lessons learned and will consider replicating core components of the CEF model.

*Ice breaker exercise at a CEF convening.*

After three years of coming together, developing deep relationships and making progress on key issues, the participating organizations saw themselves as part of broader movements for change. Many of them desire to be connected to other communities who have been organizing around immigrant rights, racial justice or civil rights and liberties for a longer time.



## Accomplishments and Impacts (continued)

Built organizational relationships and trust. In the Bay Area, the CEF played an important role in lessening the isolation felt by AMEMSA organizations in the post 9/11 context. Beyond just working on common issues or interests, the supportive environment intentionally created by CEF with the participating organizations has helped build more trusting relationships among them. AAPIP has observed that the organizations are collaborating more in large part due to this increase in trust.

Helped contribute to collaboration and partnerships that will endure. Community Partners indicated that without the flexible support to participate in CEF, they would not have had the resources to engage in collaboration and develop partnerships at the level that has occurred. For some community partners, the ability to collaborate led to new ways of accessing resources that make organizations stronger – like organizational development advice, joint fundraising and collaborative programmatic efforts. Other partnerships that emerged include sharing advice on and joining efforts to: promote women’s empowerment, to stem domestic violence, to co-host a know-your-rights workshop, and to develop local or state-wide advocacy strategies.

Supported alliances on common issues that increased analysis and led to action. Through the Leadership Circles, organizations came together to build alliances and develop a shared agenda for raising visibility and leadership of AMEMSA organizations working in key issues, such as political participation and immigrant and refugee rights.

# THE COLLABORATIVE FUNDING MODEL: WHAT WE LEARNED

**T**he pooled fund model was a new endeavor for AAPIP that provided multiple lessons about responsive grantmaking, working with diverse funders, and the leveraging power of a funder collaborative.

One of CEF's goals was for AMEMSA organizations to be competitive in the broader funding landscape. The funder collaborative model increased the chances that some participating funders might eventually provide direct investments to the AMEMSA organizations. This indeed occurred. Funders were able to learn more about the individual organizations and their work that tied to foundation portfolios. Funders were also able to see how the organizations came together to develop partnerships. AAPIP also made links between AMEMSA organizations and individual donors and its growing giving circle network across the nation.

Working with other grantmakers not only lessens any potential risk of funding alone, but reaps multiple and multiplying rewards. When a pooled or collaborative fund is resourcing a new issue or unknown communities, the learning and sharing across colleagues can be immense. It is important to take the time and the steps to build trust with one another to ensure that the initiative is based on a common set of expected outcomes, to counter any stumbling blocks along the way, and overall the make the experience more meaningful for all involved.

Despite shared interests and goals, each foundation participating in a collaborative has its own entry point and considerations for joining the collaboration. In



CEF cohort at first convening of Phase 2.

## CEF as a Funding Collaborative: Accomplishments and Impacts

- Built relationships and trust among the funding partners and with AAPIP that enabled continued support, and led to the development of another funder collaborative, One Nation Bay Area, supporting Muslim communities in the Bay area.
- Participating funders directly invested in CEF community partners that they had not known about before.
- Highlighted examples of how AMEMSA community organizations are part of justice movements that address immigrant and refugee rights, political engagement, and civil rights and liberties.
- Made participating funders and the field more aware of AMEMSA as a political identity that has shared and unique needs and challenges.
- Provided opportunities for participating funders to invest in collaborations that had local impact.

developing the CEF collaborative in a politically-charged climate, AAPIP learned that investing early in developing shared values, common goals and building trust among partners is important. Tackle the messy stuff – don't shy away from the political sensitivities or stumbling points. Conversations based on trust lead to better outcomes.

When both institutions and individuals may have viewpoints that might not align, it is critical to build in face time and opportunities to get to know each other as individuals committed to social change. While there are political and power-based sensitivities to manage, there are also ways to facilitate bringing funders and community partners together to share information, hear from one another, and contribute to substantive dialogue. It is important to voice political disagreements

## Civic Engagement Fund Key Takeaways for Philanthropy

Act on a sense of urgency in response to a community crisis. Environments like this involve political sensitivities and can be fraught with many uncertainties and potential for paralysis. In a time when philanthropy is focused on strategic grantmaking, it's critical to recognize that both planned and unexpected events can contribute to movement moments. Gather with like-minded funder colleagues and consider coordinated short-term and long-term responses.

Engage deeply with stakeholders before developing a funding strategy. While it's important to explore the research on issues, trends and regions, it's equally critical to go beyond academic analysis. Gather input directly from the communities you seek to support – they know best what their organizations and communities need and how to achieve their goals.

Pay attention to how issues and community histories are connected. Time and again, we hear from community partners that funders view the world through silos that do not interconnect. While we know that the reality for how many foundations set their funding parameters can be complex, we have also seen institutional movement toward more integrated funding when the case is clearly made. For the AMEMSA organizations, it was important to show how the organizations were contributing to specific foundation's priority areas, but also how they address intersecting issues such as civil rights violations, immigration enforcement, and barriers to civic engagement.

Use your convening power. Connecting your grantee organizations with one another and with others who operate in the arena in which you are funding is a valuable contribution that funders can make. Creating spaces that build relationships, encourage dialogue and create environments where sharing, learning and even debate can occur is a necessary part of resourcing movements and building capacities.

Resource new and emerging leaders. Funders are operating in an environment of tremendous demographic change and intergenerational shifts in the nonprofit sector. To ensure strong leadership for the future, it is critically important for funders to keep up with changing demographics and consider how to make funding strategies more inclusive.

See AMEMSA groups as a critical part of broader social change movements. From San Francisco to New York, AMEMSA leaders are part of powerful coalitions and campaigns against racial and religious profiling that benefit communities of color broadly. While more investments must be made to build the internal capacities of AMEMSA organizations, this is a critical time for philanthropy to recognize the important contributions of AMEMSA organizations to larger movements for rights and social justice.



*Group exercise at a CEF convening with representatives from CEF funders and the funder community.*

when they get in the way of the collaborative or trusting environment. An important learning is that while funder collaboratives create efficiencies for funders, they also need to be sufficiently resourced by the participating funders. The type of deep engagement with communities and grantees that makes the funder collaborative such a rich learning environment requires a great deal of staff time and organizational resources. In addition to grantmaking, the host organization's responsibilities include gathering and tracking data, bringing funders together on a regular basis, working with community partners, developing learning opportunities for the field, and developing and disseminate research, data and stories. Adequate support for all these roles is necessary to engage in effective field building.

AAPIP was successful at leveraging local and regional funding for Bay Area AMEMSA communities. In attempting to grow the fund and attract national and statewide funders, a key challenge was aligning the strategies of these larger funders with the capacity-building, community organizing and social service needs surfacing at the grassroots level.

The CEF was fortunate to be supported by funders who acknowledged the deep, long-term ground work that is required to create impact at both the local community/ regional levels. The fact that funders joined forces to invest in building capacity and leadership within the context of making organizations more visible, stronger, and connected is an important part of the funder collaborative story. The need for this kind of funding is echoed in a recent national survey that captured trends among organizations working on AMEMSA profiling, surveillance and discrimination.<sup>5</sup> Community organizing, capacity building, grassroots work and alliance building take time and resources, and the gains often don't fit among the metrics funders look for.

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<sup>5</sup> Hafiz, Sameera. *Survey of the Field Countering Muslim, Arab and South Asian Profiling, Surveillance and Discrimination*. Open Society Institute, May 2014.



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