

Grantmaker Affinity Groups: Where funders go to share (mostly with each other)

By Marc Green

Most grantseekers who research private funding sources restrict themselves to the usual suspects: foundations, corporations, individual donors. They may not know that these same funders often work together—communicating, collaborating, or networking around shared concerns and common interests.

The principal vehicles for these exchanges are what the Council on Foundations calls affinity groups. At present, the Council recognizes 37 such groups, and they encompass a wide range of issues and population groups, some overlapping. For example, both Native Americans in Philanthropy and the newest affinity group, International Funders for Indigenous Peoples, work with "native peoples." Both the Association of Black Foundation Executives and the National Office on Philanthropy and the Black Church advocate on behalf of African Americans. Both Women & Philanthropy and the Women's Funding Network promote programs for women and girls. Both the Funders' Committee for Citizen Participation and the Grantmaker Forum on Community and National Service encourage public service and civic participation.

Affinity groups vary in their makeup, their nature, and their purpose. (There's even something called the Joint Affinity Groups—a kind of affinity group of affinity groups—that brings together associations representing different populations.) Some, like Grantmakers Concerned with Care at the End of Life and Southern Africa Grantmakers, are loose amalgams of funders who have expressed an interest in supporting a particular concern or cause. Others, like Technology Affinity Group, The Communications Network, Grants Managers Network, and Grantmakers Evaluation Network, focus almost exclusively on improving the internal operations of grantmaking organizations. Still others, like Grantmakers in Health and the Association of Small Foundations, function almost as if they were consulting firms—offering an array of professional services to foundations and others.

Sometimes it's hard to get a handle on a group's real focus or what, if anything, the group really does. The Forum on Religion, Philanthropy and Public Life (FRPPL) offers this cryptic mission statement: "To understand relationships and increase alliances among foundations and organized philanthropy." And on the fact sheet that every affinity group supplies to the

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Council on Foundations for the purpose of detailing its "Major Program Areas," "Major Work/Accomplishments," and "Future Plans," FRPPL leaves those sections conspicuously blank.

For the most part, however, it's fairly easy to spot the groups that might share your organization's priorities (though it helps to be rhetorically au courant—to know that, say, the Harm Reduction Funders' Network deals with drug abuse prevention or the Grantmakers' Income Security Task Force deals with poverty issues).

Once you've identified a like-minded affinity group, what can you hope to get from them? Generally, not a whole lot—unless you're resourceful. Most affinity groups make it plain that they do not serve grantseekers. Many make it equally plain that they prefer it that way. So unless you represent a funder yourself, don't expect much in the way of guidance or assistance—and definitely don't look for grants! Solicitation of any kind is strictly verboten.

Certain affinity groups, such as the Environmental Grantmakers Association, seem especially adamant about discouraging any and all approaches from grantseekers. The affinity groups representing "marginalized" populations tend to be those that are more open and accessible. These include Disability Funders Network, Funders Concerned About AIDS, the Working Group on Funding Gay and Lesbian Issues, National Network of Grantmakers, Neighborhood Funders Group, and Women and Philanthropy. Both the National Network of Grantmakers and The Working Group publish useful funding directories. The Working Group even makes its directory available free of charge at its Web site, and also provides personalized consultations to nonprofits.

But nonprofits that see the affinity groups as nothing more than potential funders are being shortsighted. What the better affinity groups have to offer isn't money, but resource materials, data, and ideas. They serve as a clearinghouse for program results, and if you familiarize yourself with their publications and search their respective Web sites, you're likely to discover information that can help with your own program planning and evaluation. You're also likely to find out which funders take an active interest in the kinds of issues your organization cares about, and what kinds of programs those funders are inclined to support.

Grantmakers in Aging, for example, puts out a useful handbook called "Grantmaking Across the Ages." It contains capsule descriptions of successfully funded programs in various parts of the country, plus lists of

reference materials dealing with intergenerational programs, education programs involving older adults, elder-friendly communities, and programs to enhance the health of older people. Much of that information could prove very helpful to nonprofits that are contemplating similar programs, or that are looking for good models to emulate. GIA targets distribution of the handbook to foundations and other grantmakers. But if you go to the GIA Web site, you can download the entire text of the manual in PDF format.

Writing in the newsletter of the Association of Black Foundation Executives, Hugh C. Burroughs of the David & Lucille Packard Foundation recently noted that while only 16 affinity groups existed in 1988, "today there are more than 37 affinity groups across the country, and the movement appears to be growing strong." According to Burroughs, "All of these affinity groups have in common a desire to influence grantmaking and grantseeking processes so that foundations are more responsive to the needs of a particular grantseeking group. The invaluable contributions of affinity groups have enriched, and made more effective, private philanthropy."

Considering the express desire of most affinity groups to keep grantseekers at bay, that may be a judgment based more on wishful thinking than hard fact. By systematically insulating themselves from meaningful contact with nonprofits, many groups appear to be intent on making themselves less responsive, not "more responsive," to the needs of grantseekers—except insofar as they, the grantmakers, define those needs.

Rick Cohen, president of the National Committee for Responsive Philanthropy (NCRP), is particularly critical of the way most affinity groups operate. He worries that as more and more of them spring up, the "fracturing" of philanthropy will intensify—especially if the groups remain aloof from the front-line organizations that effect social change.

Cohen is quick to point out that this is not a fight that NCRP was eager to pick. "A number of people from inside foundations brought the issue to our attention," he says. "They thought it was something we should be looking into. But so far we haven't been able to get much information out of the affinity groups we've contacted."

The Council on Foundations describes the "typical" affinity group as "a network managed by volunteers, although a growing number are becoming nonprofit organizations in their own right." As Cohen sees it, that in itself is a troubling trend.

"Our concern is that they are growing as institutions—what were once voluntary associations of grantmakers are turning into their own bureaucracies," he says. "As a result, yet another layer is being created to divide grantmakers from grantseekers and the communities they serve."

Moreover, affinity groups that incorporate as nonprofits inevitably turn into grantseekers themselves, competing for the same philanthropic dollars that their members are responsible for disbursing to others.

Foundation funding for affinity groups can be substantial, and much of that grant money is being directed toward building the affinity groups' own organizational capacity, rather than toward programmatic support. For example:

- Last December, Hispanics in Philanthropy was awarded a three-year, \$90,000 grant from the California Wellness foundation for core operating support.
- The Association of Small Foundations, which functions largely as a trade association servicing the administrative and infrastructure needs of foundations with few or no staff, received operating grants from the Surdna Foundation (\$350,000), the Pew Charitable Trusts (\$300,000) and the W.K. Kellogg Foundation (\$250,000).
- Grantmakers in Aging has received grants from the AARP Andrus Foundation, the Archstone Foundation and the Retirement Research Foundation for "organizational development and expansion." GIA plans to use this money to "build membership; write a strategic plan for fundraising; do communications and outreach; and create a permanent, full-time staff."

"Show me the added value that comes as a result of all this foundation support that affinity groups are trying to get for themselves," says Cohen. "The real challenge of philanthropy is to open itself up to the outside world, to demystify the process. If the members of affinity groups only talk to each other, that just perpetuates their isolation. And if they fail to provide effective information to grantseeking groups, what purpose do they really serve? By choosing to focus inwardly rather than reaching out to grantseekers, they're missing an incredible opportunity—one that only they are capable of addressing."

Affinity Group on Japanese Philanthropy

Lori Strakosch, Vice President
c/o Hitachi Ltd.
2029 Century Park East, Suite 3940
Los Angeles, CA 90067
Tel. (310) 286-0243
Fax (310) 286-0230
lori@cm.px.head.hitachi.co.jp

AGJP is a voluntary association whose members represent Japanese corporations and corporate foundations that support U.S. nonprofits. Associate members are non-grantmakers interested in promoting the philanthropic activities of groups affiliated with Japanese companies. Planned projects include efforts to disseminate information on industry standards and best practices (e.g., types of grantees and management guidelines of Japanese foundations and companies) as well as periodic updates on research by experts on Japanese philanthropy. "There are no services for grantseekers per se," says Lori Strakosch, AGJP vice president, but nonprofits may join. "AGJP is not a grantmaking organization, nor does it serve as a forum for solicitation. To ensure open dialogue and exchange, AGJP prohibits solicitations for funding," Strakosch adds. Semi-annual meetings provide for networking with others whose issues are specific to Japanese business and philanthropy. No full-time staff. Web site is "still in the discussion stages," according to Strakosch.

Asian Americans/Pacific Islanders in Philanthropy

Moira Shek, Executive Director
225 Bush Street, Suite 580
San Francisco, CA 94104
Tel. (415) 273-2760 ext.12
Fax 415/273-2765
aapip@aapip.org
www.aapip.org

AAPIP informs grantmakers about issues in the Asian American/Pacific Islander community and also works to increase the numbers of Asian Americans and Pacific Islanders on the boards and staffs of philanthropic organizations. In addition, the association "aspires to...be a resource to AAPI nonprofit organizations." Publications include the 1997 study, "Invisible Crisis: The Educational Needs of Asian Pacific American Youth" (\$5).

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Association of Black Foundation Executives

Carolyn Palmer, Administrator
550 West North St., Suite 301
Indianapolis, IN 46202
Tel. (317) 684-8932
Fax (317) 684-2128
ABFE@iupui.edu

ABFE works to promote grantmaking for programs that address issues facing African Americans and increase the presence of African Americans in philanthropy. ABFE is a 501(c)(3) with one full-time staff member. Says Gwen Foster, ABFE vice president, "The association itself focuses first on our 'constituents' who are primarily grantmakers, donors, trustees and the staff of foundations. We invite representatives from nonprofit organizations as well as grantmakers to talk about current issues that are particular to [their] region and strengthen the partnerships between nonprofit organizations and philanthropists." These exchanges take place at ABFE's Professional Development Institute, which operates regionally throughout the year. Web site is in the planning stages.

Association of Small Foundations

Joe Pierpont, Co-Executive Director
4905 Del Ray Avenue, Suite 308
Bethesda, MD 20814
Tel. (301) 907-3337
Fax (301) 907-0980
joe@smallfoundations.org
www.smallfoundations.org

ASF, which has seven full-time staff and more than 2,200 members, tends to the administrative and infrastructure needs of foundations that have small staffs or no staff, assisting with public relations, mailing and processing grant applications, as well as site evaluations. "Many of our meetings and conferences are co-hosted by regional associations of grantmakers, giving them access to our members and making them aware of how we may be beneficial to their members," says ASF staff attorney Nia Willis.

The Communications Network

Pat Lewis, Executive Director
950 18th Street, NW
Washington, DC 20006
Tel. (202) 887-4818
Fax (202) 638-5771
info@comnetwork.org
www.comnetwork.org

TCN promotes strategic communication as an essential part of grantmaking. Areas of emphasis include "informing media and policymakers about your group, creating systems that make your expertise widely available, reaching out to grantseekers and promoting your mission in a public forum." Says Pat Lewis, TCN's newly appointed (and first) executive director, "I do think that down the road we will be a resource for grantseekers as well as grantmakers. Much of what we are doing for foundations—providing leadership on strategic communications, enhancing their communications capacity—would apply to grantseekers as well. Many of our workshops and conferences are open to nonprofits."

Disability Funders Network

Jeanne Argoff, Executive Director
2529 Kirklyn Street
Falls Church, VA 22043
Tel. (703) 560-0099
Fax (703) 560-1151
njargoff@aol.com

DFN works "to share information on grantmaking opportunities and current developments related to people with disabilities, and to promote the inclusion of people with disabilities in the field of philanthropy." The group has one full-time staff member and one part-time consultant. "We are making every effort to be inclusive of nonprofits even though our main focus is grantmakers," says Jeanne Argoff, executive director. "At present we're sending out a survey to our nonprofit members and to grantmakers to assess what we can do for them. We also plan to put together a registry of grantwriters knowledgeable about disability issues. We really do want to assist grantseekers as well as grantmakers." A Web site, with a listserv for members, is now being constructed.

Environmental Grantmakers Association

Sarah Hansen, Executive Director
437 Madison Avenue
New York, NY 10022
Tel. (212) 812-4260
Fax (212) 812-4299
shansen@rffund.org
www.ega.org

EGA is a voluntary association of foundations, charitable trusts, and corporate giving programs that focus on protection of the natural environment. Membership is open to all grantmakers—not grantseekers: “While we recognize that it is inevitable that people serve dual roles as grantmakers and grantseekers, we ask that only the grantmaker function be exercised at EGA.” Members receive quarterly newsletter, EGA Updates and the EGA Directory, a summary of members' program interests and past grants.

Forum on Religion, Philanthropy and Public Life

Phil Hallen, Co-Chair
c/o Maurice Falk Medical Fund
3315 Grant Building
Pittsburgh, PA 15219-2395
Tel. (412) 261-2485
Fax (412) 471-7739

Stated mission is "to understand relationships and increase alliances among foundations and organized philanthropy."

Funders' Committee for Citizen Participation

Geri Mannion
c/o Carnegie Corporation
437 Madison Avenue
New York, NY 10022
Tel. (212) 207-6257
Fax (212) 754-4073
GPM@carnegie.org
www.citizenparticipation.org

FCCP is a voluntary association with no paid staff. (The Center for Community Change acts as fiscal agent.) "We focus on such issues as campaign finance reform, voter participation, and structural barriers to voting," says Geri Mannion. FCCP also claims to work toward informing "the philanthropic community of obstacles to full participation, plans for strengthening democratic involvement and ways that effective strategies may be rewarded with grants."

Funders Concerned About AIDS

Paul DiDonato, Executive Director
50 East 42nd Street, 19th Floor
New York, NY 10017
Tel. (212) 573-5533
Fax (212) 949-1672
paul@fcaaid.org

Started in 1987, FCAA is a 501(c)(3) whose membership (currently more than 1900) includes individuals from private foundations, corporations, community foundations, United Ways, other charitable groups and government agencies. Governmental and other "partners" are the Office of National AIDS Policy, The President's Advisory Council on HIV/AIDS, Centers for Disease Control and Prevention, UNAIDS and the Global Business Council on HIV/AIDS. FCAA works to increase philanthropic resources available in the fight against HIV/AIDS and assist current and new funders in related grantmaking. Goals are to generate more philanthropic dollars and to enlist more grantmakers (and a more diverse array of grantmakers) in the fight against HIV/AIDS, and to encourage a greater understanding of HIV/AIDS among all sectors. Emphasis is on viewing HIV/AIDS within a broad political, socioeconomic and healthcare context, especially with respect to underserved populations. FCAA employs 3 full-time staff. "FCAA does not give grants or provide assistance in identifying specific funders or grants," says Paul DiDonato, executive director. Rather, they give "technical assistance to the philanthropic sector, such as responses to requests for information and materials, one-on-one consultations and referrals to other funders." They do publish a regular newsletter, as well as bulletins and briefing papers. Web site to debut in fall.

Grantmaker Forum on Community and National Service

Lisa Korwin, Project Manager
2560 9th Street, Suite 217

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Berkeley, CA 94710
Tel. (510) 665-6130
Fax (510) 665-6129
gfcns@informingchange.com
www.gfcns.org

GFCNS is a voluntary association (no full-time staff) that works to build recognition of the benefits of volunteering and service "as a problem-solving method." Membership includes representatives of more than 1000 foundations and corporate giving programs. Partner organizations include the Corporation for National Service, the Points of Light Foundation, Youth Service America, America's Promise, The American Association of State Service Commissions, and the National Youth Leadership Council. GFCNS's Funder Outreach Task Force organizes periodic discussion groups and meetings which examine issues related to community and national service. Nonprofits may attend on a first come, first served basis, according to project manager Lisa Korwin. "We try to strike a balance between philanthropists and nonprofit representatives," Korwin says. GFCNS publications, such as "Who Gives...Who Gets," (a summary report of experts' comments on volunteer service) may be downloaded at the Web site.

Grantmakers Concerned with Care at the End of Life

Mary V. Callaway
c/o Open Society Institute
400 West 59th St.
New York, NY 10019
Tel. (212) 548-0150
Fax (212) 548-4613
mcallaway@sorosny.org

GCCEL works to spotlights awareness of issues related to the experience of dying and how these issues relate to philanthropic, governmental and healthcare endeavors. In 1998, GCCEL conducted a survey of foundations as to what they were currently funding in the field of death and dying, and if not currently funding, whether they would have an interest in funding such programs in the future. For copies of the survey, e-mail gccel@sorosny.org.

Grantmakers Concerned with Immigrants and Refugees

Daraneé Petsod, Coordinating Consultant
777 Tilton Road

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Sebastopol, CA 95472
Tel. (707) 824-4375
Fax (707) 581-1716
daranee@gcir.org
www.gcir.org

GCIR is a membership association of program officers, directors, and trustees, representing a wide spectrum of national, regional, and community foundations. It works to promote awareness of topics relevant to immigrants, newcomers and refugees and how these issues affect public policy. GCIR seeks to share information among grantmakers and raise the level of funding for projects related to immigrants and refugees. "We have both grantmaker-only programs and programs to which select nonprofits are invited, but attendance is by invitation only," says Daranee Petsod. "We're preparing a directory of foundations that fund immigrant and refugee issues. That directory will be available on the Web."

Grantmakers Evaluation Network

Robert Eckardt, Chair
c/o The Cleveland Foundation
1422 Euclid Avenue, Suite 1400
Cleveland, OH 44115
Tel. (216) 861-3810
Fax (216) 861-1729
reckardt@clevelandfdn.org
hogg.utexas.edu/gen

GEN promotes program evaluation and stresses the need to diversify resources for funding to support the evaluation process. "Our conferences are targeted at people working in philanthropy and the sessions are designed to meet their needs. I don't know that grantseekers are excluded from our conferences but I suspect that there are other conferences where they would get more relevant information," says GEN's Ralph Culler. "But there are ongoing discussions...so things may change." Useful publications about program evaluation may be downloaded at GEN's Web site, which also has links to other sites with evaluation resources.

Grantmakers for Children, Youth & Families

Marsha Renwanz, Ph.D., Executive Director
815 15th Street, NW- Suite 801

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Washington, DC 20005
Tel. (202) 393-6714
Fax (202) 393-4148
mrenwanz@gcyf.org

GCYF focuses on issues affecting children, youth and families as they relate to philanthropy. Publications include "Facing Devolution: Foundation Responses to the Impact of the New Federalism on Children and Families," a reference binder with abstracts of foundation grants and initiatives addressing the welfare system's devolution to state and local levels. Web site will be launched "before the end of the year."

Grantmakers for Education

Laura Fleming, Executive Director
123 Camino de la Reina, Suite 202 South
San Diego, CA 92108
Tel. (619) 260-8090
Fax (619) 260-8093
lfleming@mill.net
www.edfunders.com

GFE works to raise educational standards "through increased philanthropy and effectiveness." "We do not provide any support to nonprofits at this point," says GFE's executive director, Laura Fleming.

Grantmakers for Effective Organizations

Diane McIntyre, GEO Coordinator
631 Handley Trail
Redwood City, CA 94063
Tel. (650) 366-7382
Fax (650) 366-7382
dmprojects@aol.com
www.geofunders.org

GEO examines the effectiveness of nonprofit organizations, strategies for improvement and the part funders can play in emphasizing organizational excellence among nonprofits. "Grantmaking organizations comprise our membership," says GEO coordinator Diane McIntyre. Membership is open to staff of all foundations and giving programs, who act primarily as grantmakers, not grantseekers, and whose philanthropic efforts (including

grantmaking) evidence an interest in and commitment to organizational effectiveness.

Grantmakers for Public Safety

Helena Huang
c/o Center on Crime, Communities & Culture - OSI
400 West 59th Street
New York, NY 10019
Tel. (212) 548-0340
Fax (212) 548-4666
hhuang@sorosny.org

GPS works to direct philanthropic dollars to programs which increase public safety, reduce gun violence and promote safe communities. The group recently established an \$11 million funding collaborative on gun violence prevention.

Grantmakers in Aging

Carol Farquhar, Executive Director:
5335 Far Hills Avenue, Suite 220
Dayton, OH 45429
Tel. (937) 435-3156
Fax (937) 435-3733
cfarquhar@giaging.org
www.giaging.org

GIA describes itself as "an educational organization for staff and trustees of foundations and corporate foundations/giving programs that enables its members to network with funders in aging, gain tools to make excellent aging grants, acquire information...about the needs of the elderly as well as the resources they bring to their communities... and learn about funding initiatives." GIA recently hired its first full-time staffer (the executive director) and released a handbook for grantmakers, "Funding Across the Ages," the full text of which can be downloaded at the GIA Web site.

Grantmakers in Film and Electronic Media

Joan Shigekawa, Chair
c/o Rockefeller Foundation
420 5th Avenue

New York, NY 10018
Tel. (212) 852-8302
Fax (212) 852-8438
jshigekawa@rockfound.org

GIFEM encourages discussion among funders concerning the support of film, television, video and digital media projects, ranging from independent documentary work to experimentation with emerging technologies.

Grantmakers in Health

Mary Backley, Chief Operating Officer
1100 Connecticut Avenue, NW, 12th Floor
Washington, DC 20036
Tel. (202) 452-8331
Fax (202) 452-8340
mbackley@gih.org
www.gih.org

GIH describes itself as an educational organization that works "to help grantmakers improve the nation's health by building the knowledge, skills and effectiveness of individual grantmakers and the grantmaking community and by fostering communication and collaboration among grantmakers and others." GIH employs nine full-time staff and provides technical assistance to grantmakers on both program and operational issues: convening, publishing, education and training. GIH's Resource Center on Health Philanthropy tracks health foundation characteristics, program areas, funded projects and staff contacts. Biweekly newsletter covers recent developments in health philanthropy. Nonprofits may attend its conferences "by invitation only."

Grantmakers in the Arts

Anne Focke, Executive Director
604 West Galer Street
Seattle, WA 98119
Tel (206) 624-2312
Fax (206) 624-5568
gia@giarts.org
www.giarts.org

GIA works to strengthen private-sector funding for the arts through shared information and peer learning within the field. "We seek to increase the

presence of arts philanthropy within the grantmaker community," says Alyssym Wier of GIA. Public sector grantmakers can be affiliate members. Total membership: over 270 organizations, 970 individuals. "We try to avoid having our directories used as a fundraising tool and prefer to think of ourselves as giving behind-the-scenes support. I think it's one big cycle: we support them—they support us," says Wier. "There are instances where individual artists phone in, and in most cases they are referred to the Foundation Center."

Grantmakers Income Security

Task Force

Leona Gill, Staff Director

1000 Vermont Avenue, NW, Suite 600

Washington, DC 20005

Tel. (202) 628-5790

Fax (202) 628-4206

lgill@welfareinfo.org

GISTF is comprised of funders "whose broad focus is on issues of poverty." It serves as a forum for grantmakers to stay informed about public policy matters, new programs, emerging research and current grantmaking strategies.

Grant Managers Network

Michelle Greanias, Co-Chair

c/o Fannie Mae Foundation

4000 Wisconsin Avenue, NW

Washington, DC 20016-2804

Tel. (202) 274-8028

Fax (202) 274-8123

mgreanias@fanniemaefoundation.org

GMN is a voluntary association that shares information about grants management and how that affects grantmaking. The group currently has 284 members representing more than 237 private, community and corporate foundations. Plans include "completing a manual on grants management standards and best practices scheduled for publication later this year and preparing a national newsletter that will keep members abreast of what is happening in the field of grants management." The newsletter will be available at their Web site, which is scheduled to open some time this year.

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Harm Reduction Funders' Network

Kendra Wright, Manager
3619 Tallwood Terrace
Falls Church, VA 22041
Tel. (703) 354-4002
Fax (703) 354-5695
kewright@erols.com

The specific "harm" that HRFN aims to reduce is that associated with illegal drugs, e.g., the spread of AIDS and other diseases, dysfunction caused by drug misuse, and drug-related violence. HRFN members are current funders of, and funders considering supporting, programs geared toward improving the public health as it relates to drugs.

Hispanics in Philanthropy

Diana Campoamor, President
2606 Dwight Way
Berkeley, CA 94704
Tel. (510) 649-1690
Fax (510) 649-1692
hip@crl.com

HIP works "to increase philanthropic support of Latino communities and increase the numbers of Latinos on boards and staffs of foundations." Programs include Funders' Collaborative for Strong Latino Communities and Philanthropy in the Americas International Fellowship Program. Web site is due to open this summer.

International Funders for Indigenous Peoples

Jennifer Lindsay
First Nations Development Institute
11917 Main St.
Fredericksburg, VA 22408
Tel. (540) 371-5615
Fax (540) 371-3505
jlindsay@firstnations.org
www.firstnations.org

Officially established in December 1999 with nine founding members, IFIP promotes "effective grantmaking to international indigenous organizations." It plans to publish a periodic newsletter with updated grantmaking information, NGO contact information and a member directory.

Jewish Funders Network

Evan Mendelson, Executive Director
15 East 26th St., Suite 1038
New York, NY 10010
Tel. (212) 726-0177
Fax (212) 726-0195
jfn@jfunders.org
www.jfunders.org

JFN describes itself as an organization of individual and institutional grantmakers "committed to broadening the base and scope of Jewish philanthropy and advancing its effective practice." Members include grantmakers of all stripes: "Like Jewish tradition itself, there is no one philosophy of the Jewish Funders Network. Jews of every background, ranging from Reform, Reconstructionist, Conservative and Orthodox to those who are nonaffiliated, are members. JFN is not a solicitation ground and has no funding agenda. Members fund both secular and Jewish causes."

National Network of Grantmakers

Nicole Trombley, Membership Coordinator:
1717 Kettner Boulevard, Suite 110
San Diego, CA 92101
Tel. (619) 231-1348
Fax (619) 231-1349
nng@nng.org
www.nng.org

Established in 1980, NNG is a group of progressive funders who work to increase funding and other resources for social and economic justice groups. Its Web site features a common grant application form NNG developed for grantseeking groups working on social justice issues. NNG's Grantmakers Directory (\$30) is a ring-bound publication that lists more than 160 funders of social and economic justice causes. Grantmakers are listed alphabetically, by funding priority, and by geographic grantmaking limitations. Foundations accepting the NNG common grant application indicate that on their entries.

National Office on Philanthropy and the Black Church

Ernest Hargrove, Executive Director
c/o Foundation for the Mid-South
308 E. Pearl Street, 2nd Floor
Jackson, MS 39201
Tel. (601) 355-8167
Fax (601) 355-6499
echargrove@fndmidsouth.org

Describes itself as a forum "to promote the exchange of information and ideas between donor institutions and African American churches in order to enhance the delivery of needed services and support for the disadvantaged African American community."

Native Americans in Philanthropy

Donna Chavis, Executive Director
P.O. Drawer 1429
Lumberton, NC 28359
Tel. (910) 618-9749
Fax (910) 618-9839
NativePhil@aol.com

NAP works to increase the amount of philanthropy in native communities, to act as a liaison between funders and native peoples, to promote native peoples' access to private philanthropy, and to publicize the philanthropic traditions and activities of native peoples.

Neighborhood Funders Group

Spence Limbocker, Executive Director:
6862 Elm Street, Suite 320
McLean, VA 22101
Tel. (703) 448-1777
Fax (703) 448-1780
spence@nfg.org
www.nfg.org

NFG's mission is "to strengthen the capacity of organized philanthropy to understand and support community-based efforts to organize and improve

the economic and social fabric of low-income urban neighborhoods and rural communities. We provide information, learning opportunities, and other professional development activities to our national membership, and encourage the support of policies and practices that advance economic and social justice." As a matter of stated policy, "NFG believes that positive engagement between funders and nonprofit organizations must be built on respect. The inequality of power and resources between funders and community-based organizations often makes it difficult to create respectful relationships in which grantmakers are able to learn from those they fund. We support efforts to establish respectful working relationships across issues and constituencies with both community organizations and other organizations of funders." As a practical matter, Spence Limbocker, NFG's executive director, states, "We do not provide much direct support to nonprofits, except that we invite a large number of nonprofits as speakers and presenters at our conferences. We also publish a Jobs Toolbox that is useful for nonprofits who are trying to get funding for jobs programs."

Southern Africa Grantmakers

Michael Sinclair, Chair
c/o The Henry J. Kaiser Family Foundation
1450 G Street NW, Suite 250
Washington, DC 20005
Tel. (202) 347-5270
Fax (202) 347-5274
msinclair@kff.org

SAG works to increase communication among grantmakers whose focus is southern Africa, and to raise the level of private grantmaking in that part of the world.

Technology Affinity Group

Matthew D. Sharp, Co-Chair
c/o The David and Lucile Packard Foundation
300 Second Street, Suite 200
Los Altos, CA 94022
Tel. (650) 948-7658
Fax (650) 948-5793
TAG@packfound.org
www.extra.rwjf.org/tag/

A relatively new affinity group, TAG promotes "best practice" technology among grantmakers. "We do not typically have grantee nonprofits as members," says TAG's Kris Kerrigan. The group's Technology Innovations Program is geared toward foundations' program staff and management rather than IT staff. It highlights technology applications and "best in class" examples.

Women and Philanthropy

Felicia Lynch, President
1015 18th Street, NW, Suite 202
Washington, DC 20036
Tel. (202) 861-9660
(202) 861-5483
flynch@womenphil.org
www.womenphil.org

Women & Philanthropy is "an association of grantmakers, women and men who recognize that effective solutions to our most pressing societal issues cannot be developed without specific attention to the critical needs and distinctive talents of all women." Four full-time staff. Describes its mission as "mobilizing the resources of the philanthropic community to achieve equity for women and girls." One area of emphasis is "the ABCs of investment for women." Says Felicia Lynch, president of the group, "It won't turn them into world-class investment managers but we want to try to explain finance issues, preparing budgets, topics women very often shy away from but really do need." Lynch adds, "We bring folks together from time to time to talk to one another. We deal with public policy that affects grantees and changes the larger arena. We educate funders to do a better job." Publications available for download at Web site include the group's journal on women and girls with disabilities; and "Clearsighted -- A Grantmaker's Guide to Using a Gender Lens," which provides a set of basic questions for gender-based assessment during proposal evaluation, site visits, and follow-up (highlights the connections between issues such as unemployment and lack of child care, homelessness and rates of domestic violence, infant mortality and lack of access to prenatal care, etc.) Research findings available for download at Web site include materials dealing with funding for women of color, improving the health of urban women, women and Social Security, and the effects of family violence on girls.

Women's Funding Network

Ruth Goins, Interim Executive Director
332 Minnesota Street, Suite E-840
St. Paul, MN 55101
Tel. (651) 227-1911 ext.223
Fax (651) 227-2213
rgoins@wfnet.org
www.wfnet.org

WFN is an association of public and private women's foundations, federations, funds in community foundations, individual donors and supporting institutions. Goal is to ensure that women's funds are recognized as the "investment of choice" for people who "value the full participation of women and girls as key to strong, equitable, and sustainable communities and societies." Ongoing programs include The Benchmark Project, a special initiative to identify critical success factors for women's funds at various stages of growth. Information gathered will be applied in working "to build the capacity of member funds." WFN maintains an online clearinghouse at its Web site, "designed to facilitate the exchange of successful policies, ideas, and materials between women's funds"—but it is accessible to members only. Print copies of the WFN membership directory and a donor research marketing report are available free to the public.

Working Group on Funding Lesbian and Gay Issues

Nancy Cunningham, Executive Director
116 East 16th Street, 7th Floor
New York, NY 10003
Tel. (212) 475-2930
Fax (212) 982-3321
wgnancy@aol.com
www.workinggroup.org

Founded in 1982, the Working Group strives "to increase the philanthropic community's knowledge and understanding of critical funding needs in lesbian, gay and bisexual communities; and to educate lesbian and gay organizations on how to access philanthropic resources." Membership is open to all staff, volunteers and trustees of funding organizations; individual grantmakers; and foundation and corporate giving programs "committed to increased funding for lesbian, gay, bisexual and transgender (LGBT) issues." The Working Group employs two full-time staff. Focus areas include hate crime prevention and workplace policies for LGBT staff. Publications aimed

at funders include "Reaching Out: A Grantmaker's Guide to Lesbian and Gay Issues," which provides resources, sample grants, and examples of LGBT grantmaking opportunities; and "Expanding Opportunities: A Grantmaker's Guide to Workplace Policies for Lesbian, Gay and Bisexual Staff," which highlights policies from dozens of foundations and corporations, showing how to amend personnel policies to promote non-discrimination. "We publish a directory of grantmakers who fund LGBT issues, which is also available on our Web site," says Nancy Cunningham, executive director. "We also provide telephone, online and in-person consultations with nonprofits on accessing philanthropic resources."