U.S. Foundation Funding in the Middle East and North African (MENA) Region

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I. Executive Summary

Background

Asian American/Pacific Islanders in Philanthropy (AAPIP) commissioned this paper, with support from the Rockefeller Brothers Fund, to provide an overview of domestic philanthropic support for Arab, Middle Eastern, Muslim, and South Asian (AMEMSA) communities in the United States as well as for philanthropic organizations in the Middle East and North Africa (MENA). The following excerpt focuses solely on foundations based in the United States with active grants in the Middle East and North Africa.

This paper was commissioned and prepared prior to the unprecedented and historical shifts which occurred in early 2011. The interviews and grant-making data utilized were largely in response to dramatic shifts in the domestic and international landscape following the events of September 11, 2001. Therefore, this paper is intended to provide an important baseline for measuring shifts in philanthropic support following the events of early 2011 as well as recommendations for foundations considering beginning or expanding support in AMEMSA communities in the U.S. or in MENA.

U.S. Foundations Funding in the Middle East and North Africa (MENA) Region

This paper provides an initial snapshot of U.S.-based foundations with active grants in MENA. Due to the challenges of collecting data on philanthropic giving, the paper focuses largely on providing a basic overview of which U.S. based foundations are active in the MENA region, what they are interested in supporting, the most significant challenges facing U.S.-based grant-makers in the region, and recommendations to program officers and foundations interested in providing philanthropic support in the MENA region.

There are several important observations necessary to provide context for these findings. First, the MENA region consists of 21 countries, each possessing different laws governing foreign contributions to non-governmental organizations (NGOs). Second, the levels of transparency and oversight over NGOs vary considerably by country as well as by the type of work in which the NGO is engaged.

Third, almost every country has a few, well-funded, larger NGOs that receive international aid and a much larger number of small, volunteer-run, community-based NGOs that receive very limited local or international support. Finally, the tools most commonly used by philanthropic institutions in the U.S. to measure performance and impact do not transfer well to most NGOs working in the MENA region.

The research and interviews revealed three prevailing approaches to grant-making by U.S.-based institutions with active grants in the MENA region:

I. Research and Fellowships
II. Support for Identity-Based NGOs (e.g. marginalized or under-supported constituencies)
III. Support for Civil Society Development
Additionally, the foundations identified several specific challenges to funding in MENA and offered recommendations to others interested in supporting programs in the region. These include:

**Challenges:**
- “U.S. Engagement with Muslim World” Frame
- Developing Effective Country and Region-Specific Grant-making Strategies
- Measuring the Impact of Individual Grantees and the Overall Grant-making Strategy
- Increased Oversight of Grant-making by U.S.-based Institutions with Active Grants in the MENA Region—Domestic and International
- Developing a Comprehensive Understanding of the Local Landscape

**Recommendations:**
- Be Creative and Flexible
- Take Calculated Risks
- Provide Long-term, General Support Grants
- Cultivate Strong Local Partnerships
- Collaborate with Like-Minded Colleagues

**II. Methodology**

This study was conducted from March to June 2010 using a combination of desk research and individual interviews with philanthropic staff. The desk research included Foundation Center preliminary research to identify registered U.S. foundations with active grants in MENA.

The initial list of prospective foundations was generated at the Foundation Center using the following search terms:

*Funding* in the *MENA* Region: Algeria, Bahrain, Egypt, Iran, Iraq, Jordan, Kuwait, Lebanon, Libya, Mauritania, Morocco, Oman, Qatar, Saudi Arabia, Syria, Tunisia, Turkey, United Arab Emirates, West Bank, Gaza, Yemen, Sudan, Middle East, Middle East International, Islam, and North Africa and the names of specific foundations previously identified as funding in the MENA region.

Following completion of the Foundation Center research, the list was narrowed by excluding foundations that met any of the following criteria:

- Annual grant-making allocation in the MENA region of less than $100,000.
- Foundations whose primary mission was proselytizing or religious charity work.
- Corporate foundations.
- Foundations or public charities whose primary grant-making activity is re-granting to affiliates in other countries for direct relief and related charitable activities.
- Grants primarily directed to Israel.
- Individual scholarship programs providing international students with support for undergraduate studies.
After narrowing the Foundation Center results, web-based research was conducted for all identified foundations with websites. For foundations without websites, attempts were made to contact staff members via email and/or telephone. If there was no response, and the Foundation Center profile had insufficient detail on the foundation’s grant-making program, it was excluded from the study. Please note that each foundation is different and has a unique calendar, grant period, and reporting schedule. In addition to vastly different reporting schedules, there is no uniform system, program areas or categories for reporting or grants related to the MENA region. Where appropriate, the paper suggests themes and categories of funding based on the interviews and available grants data. However, these should not be considered exhaustive and, due to inconsistencies in the data, the paper is not able to project percentages of funding directed to specific program areas and strategies.

The researchers utilized personal contacts to reach out to those organizations they knew to be receiving funds in the MENA region. These contacts were asked to identify foundations currently supporting their work or those who had a reputation for funding in their community or region. These additional foundations were added to the Foundation Center results.

Based on the Foundation Center profiles, suggestions from the field and web-based research, the research team conducted a total of 40 interviews with individuals at 32 institutions or grant making programs; 19 of them were directly related to the MENA region. Several of the larger foundations including the Ford Foundation, the Open Society Institute, the Carnegie Corporation of New York, the Chicago Community Trust, and the San Francisco Foundation, required separate interviews. This was due to the allocation of grants from more than one fund/program or very little overlap between the domestic and international grant-making strategies. In several cases where there existed relevant, overlapping, or programmatic interests, researchers conducted interviews with multiple staff members from a single institution. Addendum A includes a complete list of all of the institutions contacted for interviews and Addendum B includes the list of interview questions used during the interviews.

Given the sample size and the relatively small number of individuals and foundations supporting programmatic work in the MENA region, the text does not identify individual interview subjects throughout the paper. Identifying characteristics of a program officer, grant-making program, or foundation have been removed where required to maintain confidentiality. This is largely at the request of the interview subjects who requested anonymity in order to be candid with their observations. Several of the foundations included in this paper have also conducted internal evaluations of the MENA work they fund. However, none of these reports have been made public nor were they made available to the researchers for inclusion in this project. During the course of our interviews, program officers occasionally referred to these evaluations and shared anecdotal information that has been included where appropriate. Unfortunately, specific details are not available for this paper.

Finally, it is important to note that this paper is an initial attempt to define a field of philanthropic support and provide a preliminary analysis of the funding landscape. The data available is largely qualitative and anecdotal. It also precedes the historic events of early 2011, the impact of which will continue to unfold in the months and years ahead. The researchers have made every effort to organize the information from the interviews into themes and we take full responsibility for the
limitations of our proposed classifications and observations. We expect that future research will help to clarify, refine and quantify the amount of funding available for the MENA region as well as the effectiveness of different funding strategies.

III. U.S. Foundations Funding in the Middle East and North Africa (MENA) Region

Philanthropy in the MENA Region: An Overview

The purpose of this paper is to provide an initial snapshot of U.S.-based foundations with active grants in the Middle East and North Africa. Based on reporting trends and requirements within the U.S. philanthropic sector, additional data on new grant allocations from the U.S. to the MENA region will not be available until 2012 at the earliest. The most recent comprehensive examination of international philanthropy originating in the U.S. estimates that U.S. foundations gave $5.4 billion dollars to international causes through both domestic and international recipients. The study, International Grantmaking IV: An Update on U.S. Foundation Trends, was published in 2008 by the Foundation Center in cooperation with the Council on Foundations. Below are several report highlights relevant to U.S.-based foundations’ support in the MENA region:

- A majority of U.S. foundations direct their grant-making to international causes through U.S.-based groups. (v)
- The Bill & Melinda Gates Foundation provided over half of all overseas grant dollars and The Ford Foundation accounted for nearly one in five grants to overseas recipients. (vi)
- Over half of international grants are directed to Sub-Saharan Africa, with international development—specifically health-related programs—as the fastest growing area. (vii)
- 31% of the foundations surveyed cited a “stricter U.S. post-9/11 regulatory environment for giving to non-U.S.-based organizations” as a key factor in shaping their approach to international giving. (viii)
- Follow-up interviews determined that the initial confusion around the new international grant-making guidelines had lessened among foundations but that the “ongoing negative consequences for overseas giving…such as the greater difficulty getting money to grassroots organizations supporting advocacy work” remains a significant concern. (ix)
- Approximately $150 million dollars of foundation support is directed to U.S.-based international programs working in the Middle East and North Africa. In contrast, over $500 million is directed to Sub-Saharan Africa. (x)
- 70% of the grants directed to the Middle East and North Africa are awarded to U.S.-based programs, while an estimated 30% is direct overseas giving. (xi)
- An estimated $60.1 million was allocated to overseas recipients in the Middle East and North Africa. This represents approximately 3.2 percent of all overseas giving. (xii)
- An estimated $145.2 million was allocated to U.S.-based recipients with programs in the MENA region. This represents approximately 11.3 percent of international grants to U.S.-based recipients. (xiii)
- There are no countries from the MENA region (excluding Israel) listed in the top 25 countries receiving direct overseas grants from U.S.-based foundations. (xiv)
- Turkey and Sudan are 12th and 14th respectively on the list of the top 25 countries receiving support through giving to U.S.-based international programs.
The Foundation Center report does not offer significant additional information by region, nor does it specifically list the individual foundations allocating grants in the MENA region.

In addition to philanthropic support originating in the U.S., the MENA region has a growing number of local foundations whose missions are supporting regional non-governmental organizations (NGO). According to one estimate, the total possible aggregate of per capita giving in Muslim-majority countries in the Middle East, North Africa, the Gulf states, and South Asia, is somewhere between 250 billion and 1 trillion dollars annually. The John D. Gerhart Center for Philanthropy and Civic Engagement at the American University in Cairo produced the first comprehensive study of philanthropic development in the MENA region and the Gulf States. The study, From Charity to Change: Trends in Arab Philanthropy, profiles philanthropic development in Saudi Arabia, Kuwait, Qatar, the United Arab Emirates, Egypt, Jordan, Lebanon, and Palestine. The study found an emerging field of diverse and highly creative formal philanthropic institutions in the region. In general, these emerging charitable institutions fit into four categories: family foundations, corporate giving, community foundations, and shilla (or partner foundations). The first three are similar to their U.S. counterparts, while shilla resembles the idea of giving circles popularized in the United States in the 1990s. There are no reliable statistics on the amount of giving or number of people involved in the emerging philanthropic sector except for vague projections that say it is "a huge sector, comprising large resources and many hundreds of thousands of individual donors, providing significant support to the needy who would otherwise ‘fall through the cracks’ in Arab societies."

U.S. Foundations Funding in the MENA Region

The following section examines U.S.-based foundations with active grants in MENA. For the purposes of this research, the following countries are considered part of the MENA region: Algeria, Bahrain, Egypt, Iran, Iraq, Jordan, Kuwait, Lebanon, Libya, Morocco, Mauritania, Oman, Palestine (West Bank and Gaza), Qatar, Saudi Arabia, Sudan, Tunisia, Turkey, United Arab Emirates, and Yemen. The information below is based on Foundation Center research, review of each foundation’s website and phone interviews with foundations which have active grants in the region. Additional information on the methodology is available in Section III.

The following foundations had annual MENA grantmaking allocations in excess of $100,000 between 2007 and 2009:

Family Foundation
- Chrest Family Foundation
- Flora Family Foundation
- Rockefeller Brothers Fund

Independent
- Ford Foundation
- William and Flora Hewlett Foundation

Operating Foundation
- Open Society Institute
Public
• Ashoka: Innovators for the Public
• Fund for Global Human Rights
• Grassroots International
• Global Fund for Women
• Global Greengrants Fund
• International Youth Foundation
• Jerusalem Fund: (Palestine Center)
• Skoll Foundation
• Synergos Institute

Public (government funding)
• National Endowment for Democracy
• United States Institute of Peace

Level of Grants and Areas of Interest

The annual MENA grantmaking allocation for a majority of the above foundations ranges from $180,000 to $850,000. The most recently data released by the Ford Foundation, the National Endowment for Democracy, the Skoll Foundation, the William and Flora Hewlett Foundation, and the International Youth Foundation indicate they made estimated grants in excess of $15.1 million, $8.2 million, $1.5 million, $1.8 million, and $6.3 million respectively. Program areas covered by these grants include: arts and culture, community-based organizations, conflict management, gender, international affairs, goodwill promotion, international democracy and civil society development, international peace and security, land and water issues, peace building, relationships between Muslim and Western societies, U.S. global engagement, women’s rights as well as youth development. Ten of the foundations indicated a particular interest in a limited subset of countries (indicated in parenthesis in the list below) within the MENA region:

• Chrest Foundation (Turkey)
• Flora Family Foundation (Turkey, Morocco, Egypt)
• Ford Foundation (primarily Egypt and Palestine, although they continue to make grants throughout the region)
• Fund for Global Human Rights (Morocco, Algeria, Tunisia)
• Grassroots International (Palestine)
• International Youth Foundation (Morocco, Egypt, Jordan)
• Jerusalem Foundation: Palestine Center (Palestine)
• National Endowment for Democracy (Algeria, Bahrain, Egypt, Iran, Iraq, Lebanon, Jordan, Libya, Morocco, Syria, Tunisia, Turkey, Palestine, Yemen, Sudan)
• Rockefeller Brothers Fund (Iran, although they make grants throughout the region)
• United States Institute for Peace (Iraq, Iran, Sudan)

Rationale and Strategy for Funding in the MENA Region

Of the foundations surveyed, there was no dominant framework to explain their rationale for funding in the region or the type of grant-making strategy they utilized. Some foundations were
interested in a particular country others on different types of organizations and still others on the region overall. When asked about their framework or approach to grant-making in the MENA region, most cited an interest in providing support to NGOs working on the following areas:

- Democracy Promotion
- Human Rights
- Infrastructure Support
- Civil Society Development

None of the foundations indicated religion (e.g. support for faith-based work, religious reform, interfaith dialogue, etc.) as a primary interest. Approximately half of the foundations identified were active in the region prior to the events of September 11, 2001 while the other half developed their programs in the following decade. For those foundations in existence prior to September 11th, there was no significant change in their interest or strategy in the region. Of the foundations established after the events of September 11th, no interviewees specifically identified it as the precipitating event for their formation.

The interviews revealed three prevailing approaches to grant-making by U.S.-based institutions with active grants in the MENA region. Some of the foundations interviewed use only one of these strategies, while others may use all three:

- Research and Fellowships: Support for individuals, universities, research, and policy think tanks. Grants tend to be made for graduate and post-graduate research at U.S. institutions, to academics or universities conducting research in the region, and to policy think tanks in the U.S. and MENA region seeking to influence U.S. foreign policy by publishing papers and sponsoring conferences. When the grants are made to entities in the region, it is often with the understanding that, in many cases, the researcher or institution will face censorship or limitations on the topics available for study.

- Identity-Based: Support for a particular subset within the country’s population, usually one which is marginalized or under-supported by the government and/or larger international aid agencies. This type of strategy would likely focus on women’s organizations, youth development and groups working on minority rights (e.g. Berber in Morocco, Kurds in Iraq).

- Civil Society Support: Support for broad-based civil society development including NGOs working on democratic development, human rights, political reform, community development, and legal reform. In some areas this strategy may include arts and culture organizations, particularly youth media projects and other programs intended to create an artistic response to the challenges in a particular country. Foundations whose main approach centers around supporting general civil society development, as opposed to a specific issue or population, will often include women’s organizations and youth development in their grant-making programs.
Challenges

The respondent foundations identified the following challenges for U.S.-based foundations with active grants in MENA: framing a coherent and relevant rationale for prioritizing giving in the region, developing an effective grant-making strategy to accomplish the foundation’s goals, measuring the impact of existing grants, navigating U.S. domestic and international policy, and developing a comprehensive understanding of the overall social, political, cultural and religious landscape in the MENA country or countries in which a foundation is operating.

• **“U.S. Engagement with Muslim World” Frame:** Several interviewees disclosed that their foundations have had internal conversations about whether to frame investment in the region as a completely secular endeavor or one related to Islam. Many suggested the religious frame was too narrow and none of the foundations indicated an interest in awarding grants solely to faith-based institutions. However, they also acknowledged that framing their work in purely secular terms seemed to understate the relevance of religion within social and political discourse in the U.S. and within the region.

• **Developing Effective Country and Region-Specific Grant-making Strategies:** Most foundations acknowledged that developing a regional grant-making strategy is challenging. This applies to research, issue-based, and civil society donors who often noted that each country, and each issue within that country, required its own distinct strategy. This is challenging because most foundations have a staff person with background in only one country or on one particular issue. The foundation staff indicated that they lacked sufficient expertise to develop a broader regional strategy.

• **Another challenge to effective grant-making strategy development is the tension in some foundations between their private sector and government donors.** Corporate partners and government aid agencies tend to have vastly different approaches to charitable giving. These can include the length of time they are willing to invest in grantee partners, the level of outcomes they expect proportionate their level of investment, and which funding areas will best serve their corporate or government priorities. When a foundation has donor partners from both of these sectors, these differences can be a significant source of tension.

• **A final area mentioned by several foundations was the effectiveness of making small grants to smaller NGOs.** They acknowledged that this was a labor-intensive strategy particularly because these grantees do not have the capacity to translate their work into information the foundation can easily use to evaluate a program’s success. These foundations often combined small grants with capacity-building programs to provide in-depth technical assistance to the organization. They often indicated that this approach helped to counteract the current pattern of investment where several large foundations and international donors limit their grants to a relatively small number of large, well-funded NGOs.
Measuring the Impact of Individual Grantees and the Overall Grant-making Strategy: Several of the interviewees, at both large and small institutions alike, identified the difficulty measuring the impact of the foundation’s grant-making. While there is a general sense that the grants had contributed to improvements on the issues NGOs were concerned with, none of the foundations interviewed had successfully measured the direct impact of their grants or the work of their grantees. For example, one supporter of research and fellowships noted that their funding strategy relied on selecting promising individuals and research, but that the most common measures of impact (number of people fed, number of jobs created, policy outcomes achieved, etc.) did not really pertain to the production of academic research. Other foundations commented that the social and political context that most of the NGOs are working in has so many unpredictable variables (state repression, threat of violence and war, limited legal rights, etc.) that measuring the impact of their grant-making strategies is nearly impossible.

None of the foundations claimed “success” in the region. Defining success was most often framed in terms of the survival and growth of an organization, a specific program of a grantee, and in one rare instance the ability of a set of grantees to raise the profile of an important issue (migrant rights in Morocco). In general, the foundations acknowledged that success in the region will require a long-term plan for their work whether that is building research capacity, continuing issue-based work or building civil society infrastructure. One key component to the few successes identified in the interviews was some aspect of hands-on technical assistance and/or capacity building support.

Increased Oversight of Grant-making by U.S.-based Institutions with Active Grants in the MENA Region—Domestic and International: The increased oversight mandated by the USA PATRIOT Act was cited by several foundations as an area of frustration and an unnecessarily cumbersome regulatory framework. They also noted that their boards perceived grant-making in the MENA region as a riskier endeavor due to the added layers of federal oversight. In addition to scrutiny from the U.S. government, there is the added complication of monitoring and oversight by governments in the region who may not be supportive of the type of work funded by U.S.-based foundations.

One foundation that supports human rights organizations in the region indicated that their email correspondence with local grantees had been monitored and that a government in the region had actively campaigned against them in the local media. Another foundation referred to its patchwork approach to funding in the region, and said it was due in large part to the barriers their grantees faced when they tried to accept foreign support or funds.

Developing a Comprehensive Understanding of the Local Landscape: Making grants in the MENA region is especially challenging for U.S.-based foundations without staff based in the region. Several foundations spoke of the rapidly changing political environments and the need to have a strategy specific to each country. Severe travel restrictions to certain places in the region, most notably Iran and Palestine, are an additional barrier. Several foundations indicated that their U.S. origin was enough to raise suspicions with local NGOs. This was more pronounced during the Bush administration but it remains an area that requires additional attention and sensitivity. The foundations noted that word
of mouth from current grantees to prospective grantees was the best way to counteract any reluctance to seek support from U.S.-based foundations. These foundations used their current grantees to reach out to prospective grantees to address possible concerns about relationships between the foundation’s grant-making interests and other U.S. government funds available for local projects. Whenever possible, local consultants/staff were also crucial to identifying prospective grantees and laying the groundwork for positive relations.

Recommendations

The foundations interviewed offered reflections on several of the lessons they had learned over the course of their MENA region grant-making. Despite the changes in the region, the recommendations remain relevant for U.S.-based foundations interested in implementing programs in the MENA region:

- Be Creative and Flexible: Most foundations cited the need to develop strong relationships on the ground and a willingness to adjust a grantmaking strategy to fit the changing political landscape as one of the most important lessons learned. One foundation shared this example: They decided to bring a delegation of grantees to the U.S. to meet with lawmakers about U.S. relations with their country. This strategy was developed with the grantees after their government had blocked the ability of the NGOs to receive any support from international foundations for their human rights-related work. The foundation shared this example to illustrate the need for creativity and a willingness to work closely with grant recipients, especially those operating in authoritarian and semi-authoritarian environments.

- Take Calculated Risks: Many of the foundations interested in supporting civil society development stated the importance of taking risks and investing in less developed groups. For example, one interviewee argued that although it may be easier for U.S.-based foundations to give larger grants to well-developed organizations with the capacity to write thorough reports and monitor the grant’s activities, it is also important to employ a certain amount of risk-capital to help nurture and develop emerging NGOs. This can be done by working closely with prospective grantees, funding for local consultants to work with newer organizations and partnerships with capacity-building intermediaries.

- Provide Long-term, General Support Grants: Another area that several foundations indicated was important to offset is the preference of international aid programs to fund one- to two-year projects. Thus, foundations should consider providing long-term general support grants. The foundations noted that this support is particularly important because it gives groups the flexibility to respond to changes or opportunities in the political landscape and not just focus on the deliverables for a single program. General support grants also allow NGOs to bridge the gap between project-based grants.

- Cultivate Strong Local Partnerships: In order to navigate the social, political and legal dynamics specific to any country in the MENA region, it is essential that U.S.-based foundations work with knowledgeable, local consultants and strong intermediary
institutions. For some foundations this means a local in-country consultant. For others it means a partnership with an in-country intermediary organization working with NGOs in their area of interest and some additional foundations (who did not have the capacity for either of the above) relied heavily on the in-country staff of other foundations with similar grantmaking interests to advise them on their overall funding strategy and to help them identify specific organizations to support.

• Collaborate with Like-Minded Colleagues: As this preliminary study indicates, there is a relatively small group of U.S.-based foundations active in the MENA region. An immediate priority should be the creation of a peer network or learning community for professional staff with grant-making responsibilities in the region. The majority of the people interviewed indicated a desire to learn who else was funding in the region, what they were supporting, and where there might be an opportunity to work with one another. A peer network or learning community would also provide an opportunity for foundation staff to share resources about local consultants, intermediary organizations, and current or prospective grantees.

Author Post-Script (3/15/2011):

Following the unprecedented events of the Arab Spring, there are a few notes the authors would like to offer.

On the prevailing approaches to grant-making by U.S. foundations and public charities supporting communities impacted by the events of September 11, 2001;

• Political upheaval abroad, and increased scrutiny on AMEMSA communities resulting from congressional hearings focused on Muslim radicalization within the U.S., has increased philanthropic attention on these communities in the U.S. Thus far, the authors only have anecdotal information that points to increased interest in learning more about grant-making opportunities to support AMEMSA nonprofit organizations.

• The unprecedented and historical shifts occurring in early 2011 further highlight the diversity of AMEMSA societies and the “Muslim World” as well as the need to develop and embrace a new frame that includes an analysis of the complex relationships between diaspora communities in the U.S.

On the three prevailing approaches to grant-making by U.S.-based institutions with active grants in the MENA region:

• Research and Fellowship: This is an area with enormous potential for future funding strategies in the region. Foundations that have previously awarded research and fellowship grants should review past portfolios and make new grants for follow-up research with a special emphasis on grants to scholars within the MENA region. There is a narrow window of opportunity to provide the funding required for researchers and scholars to document what has happened and make thoughtful policy recommendations for future reforms.
• **Identity-Based:** The role of youth, women, and other minority groups in the popular movements has been heralded by many. However, it is not yet clear what types of reforms will be institutionalized and what spaces will be created for previously under-represented groups. It is essential that these organizations continue to be supported and that new resources are allocated to emerging efforts.

• **Civil Society Support:** Expanded support for civil society development is an obvious and essential priority for any foundation considering new or increased funding in the region.

As of the submission of this paper, there are several preliminary recommendations the author would add for U.S. based foundations with an interest in the MENA region:

• Encourage the efforts of Egyptians, Tunisians, Jordanians, Syrians, Bahrainis, Moroccans, Libyans, and others, living in the United States who are working to support the social movements in their home countries. These communities are organized via social media and actively engaged in dialogues with friends and colleagues at home. This is also an area of potential overlap for funders investing in AMEMSA communities.

• Revisit the role of migrant remittances in supporting civil society development. Research in this area has been largely stalled in light of the global economic decline. Prior to 2008, it was an area of inquiry with promising early case studies for how migrant communities can use remittances to support social movements in their countries of origin. It is worth additional research to determine what, if any, role remittances have played in the social movements of the past few months and how they can continue to provide essential support to fledgling social organizations.

• Take philanthropic risks! For foundations already funding in the region, now is the time to increase support and encourage grantees to be bold. For foundations considering funding in the region, this is an important time to partner with foundations and organizations that are familiar with the work already happening in the region. For additional information, please contact the authors for a list of foundations interviewed for this paper.
**ADDENDUM A**

**List Of Interviews**

The following symbols indicate overlapping funding areas between foundations funding in AMEMSA communities and those funding in the MENA region:

- ( + ) Overlap with U.S. Foundations Funding AMEMSA Communities
- ( ^ ) Overlap with U.S. Foundations Funding in the Middle East and North Africa

Names in italics indicate that a foundation was contacted for this report and no response was received or we were unable to schedule an interview prior to June 30, 2010.

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<th>Foundation</th>
<th>Name and Title</th>
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<td>Flora Family Foundation</td>
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# U.S. Foundations Funding in AMEMSA Communities, or AMEMSA-Related Issues

(findings from these interviews are not included in this version of the paper. For a copy of the full paper, email mollyhafid@gmail.com)

<table>
<thead>
<tr>
<th>Foundation</th>
<th>Name and Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agha Khan Foundation, USA</td>
<td>Mirza Jahani, Director</td>
</tr>
<tr>
<td>Asian Americans/Pacific Islanders in Philanthropy</td>
<td>Archana Sahgal, former Director of Civic Engagement Fund Director</td>
</tr>
<tr>
<td>Center for Arab American Philanthropy</td>
<td>Maha Freij, Deputy Executive Director &amp; Chief Financial Officer, ACCESS</td>
</tr>
<tr>
<td>Chicago Community Trust</td>
<td>Phillip Thomas, Senior Program Officer, Community Development</td>
</tr>
<tr>
<td>Community Fdn. for Southeast Michigan</td>
<td>Randy Ross, Senior Program Officer</td>
</tr>
<tr>
<td>Community Fdn. for Southeast Michigan</td>
<td>David Contorer, Philanthropic Services Officer</td>
</tr>
<tr>
<td>Doris Duke Fdn for Islamic Art</td>
<td>Nadia Roumani, Consultant Program Officer, Building Bridges Program</td>
</tr>
<tr>
<td>Four Freedoms Fund</td>
<td>Naomi Abraham, Program Officer</td>
</tr>
<tr>
<td>Henry Luce Foundation</td>
<td>Lynn Szwaja, Program Director for Theology</td>
</tr>
<tr>
<td>Irfan Kathwari Foundation (†)</td>
<td>Nadia Kathwari, Director</td>
</tr>
<tr>
<td>Muslim Womens Giving Circle</td>
<td>Fairuz Abdullah, Co-Chair</td>
</tr>
<tr>
<td>New York Foundation (†)</td>
<td>Kevin Ryan, Program Director</td>
</tr>
<tr>
<td>Open Society Institute</td>
<td>Nancy Chang, Campaign Manager, National Security and Human Rights</td>
</tr>
<tr>
<td>PARSA Community Foundation</td>
<td>Noosheen Hashemi, Founder and Chairman</td>
</tr>
<tr>
<td>Proteus Fund</td>
<td>Dimple Abichandani, Security and Rights Collaborative</td>
</tr>
<tr>
<td>Qatar Foundation International</td>
<td>Maggie Mitchell Salem, Executive Director</td>
</tr>
<tr>
<td>Rockefeller Brothers Fund (†)</td>
<td>Taleb Salhab, Program Director, Peace and Security</td>
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<tr>
<td>Rockefeller Brothers Fund (†)</td>
<td>Ariadne Papagapitos, Program Associate, Peace and Security</td>
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<tr>
<td>Rockefeller Brothers Fund (†)</td>
<td>Debra Eisenman, Program Assistant, Peace and Security and Western Balkans Program</td>
</tr>
<tr>
<td>Silicon Valley Community Foundation</td>
<td>Manuel Santamaria, Grantmaking Director</td>
</tr>
<tr>
<td>The Carnegie Corporation of New York (†)</td>
<td>Hillary Wiesner, Director, Islam Initiative</td>
</tr>
<tr>
<td>The Carnegie Corporation of New York</td>
<td>Geri Mannion, Director, U.S. Democracy Program and of the Special Opportunities Fund</td>
</tr>
<tr>
<td>The Ford Foundation</td>
<td>Sheila Davaney, Program Officer</td>
</tr>
<tr>
<td>The San Francisco Foundation</td>
<td>Tessa Rouverol Callejo, FAITHS Program Coordinator</td>
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ADDENDUM B

Interview Questions

1. What is the frame/approach that your foundation uses toward funding AMEMSA communities/funding in the MENA region?

2. How long has the foundation been involved in this area of funding?

3. Why did the foundation begin its work in this area?

4. What are the thematic areas that you fund? (Types of programs?)

5. What have been some of the challenges to funding in this area?

6. What have been some of the successes to date? What has been the impact of your funding program?

7. What have been some of the key lessons learned?

8. Is there a time period for the program? How long do you expect to continue this area of funding?

9. Will the program increase in scope? If so, in what direction?

10. Is there anything that would help you increase your investment to these communities/regions?

11. Have you been able to find funding partners in this area? In the U.S.? Overseas?

12. With regard to Obama’s Cairo speech, will it, or has it, impacted your grantmaking?

13. What is the role of the events of September 11, 2001, in the development of your foundation’s grantmaking strategy? Have there been any special post-9/11 initiatives? Have there been any changes to the program over the last nine years?
### ADDENDUM C

**Excluded Foundations**

<table>
<thead>
<tr>
<th>Foundation</th>
<th>Name and Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achelis Foundation</td>
<td>No MENA grants, except discretionary to The American University in Cairo</td>
</tr>
<tr>
<td>Ahmar Family Foundation</td>
<td>Insufficient MENA grants</td>
</tr>
<tr>
<td>America Near East Refugee Aid</td>
<td>International aid</td>
</tr>
<tr>
<td>American Express Foundation</td>
<td>No U.S. to MENA grants</td>
</tr>
<tr>
<td>American Near East Refugee Aid</td>
<td>International aid</td>
</tr>
<tr>
<td>Americans for Peace Now</td>
<td>Israel/Palestine</td>
</tr>
<tr>
<td>America’s Development Foundation</td>
<td>International aid</td>
</tr>
<tr>
<td>Apache Corporation</td>
<td>Egypt grants originate in Egypt office</td>
</tr>
<tr>
<td>Arab Student Aid International Corp.</td>
<td>Primarily scholarships</td>
</tr>
<tr>
<td>Arthur B. Schultz Foundation</td>
<td>Grants made through U.S. institutions</td>
</tr>
<tr>
<td>BD Corporate Giving Program</td>
<td>No active MENA grants</td>
</tr>
<tr>
<td>CA, Inc. Corporate Giving Program</td>
<td>Only 1 MENA grant, all Information Technology</td>
</tr>
<tr>
<td>Channel Foundation</td>
<td>Support through Fund for Global Human Rights</td>
</tr>
<tr>
<td>Exxon Mobil Corporation</td>
<td>MENA grants do not originate in U.S.</td>
</tr>
<tr>
<td>Foundation for Middle East Peace</td>
<td>Most grants are to U.S. based groups working on Israel/Palestine issues</td>
</tr>
<tr>
<td>Global Fund for Children</td>
<td>Only two grants in 2006 (Lebanon, $2,500) and 2007 (Egypt, $15,000).</td>
</tr>
<tr>
<td>IBM Corporate Giving Program</td>
<td>MENA grants do not originate in the U.S.</td>
</tr>
<tr>
<td>Lutheran World Relief</td>
<td>International aid</td>
</tr>
<tr>
<td>MAG America, Inc.</td>
<td>International aid</td>
</tr>
<tr>
<td>Muslim Women’s Fund</td>
<td>Insufficient MENA grants</td>
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<tr>
<td>National Philanthropic Trust</td>
<td>No identifiable MENA grants</td>
</tr>
<tr>
<td>Olayan Charitable Trust</td>
<td>Giving to American University of Beirut, not enough info available</td>
</tr>
<tr>
<td>One Nation Foundation</td>
<td>Operating Foundation</td>
</tr>
<tr>
<td>Samuel Rubin Foundation</td>
<td>Grants are largely to U.S.-based groups</td>
</tr>
<tr>
<td>Sparkplug Foundation</td>
<td>Giving is for Israeli projects that involved</td>
</tr>
<tr>
<td>The Rockdale Foundation, Inc</td>
<td>Focus changed from Foundation Center search profile</td>
</tr>
<tr>
<td>U.S. Civilian Research and Development Fdn</td>
<td>Not applicable</td>
</tr>
<tr>
<td>Women for Women International</td>
<td>International aid</td>
</tr>
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</table>
Acknowledgments

The authors extend our deepest gratitude to the many individuals who agreed to be interviewed for this paper. For thoughtful comments on an advance draft of the paper, we thank Cynthia Choi, Sharon Hing, and Laila Mehta at Asian Americans/Pacific Islanders in Philanthropy and Debra Eisenman, Ariadne Papagapitos, and Taleb Salhab at the Rockefeller Brothers Fund. We also thank Erin Essenmacher for her editing assistance; and finally, a sincere thank you to our research assistant, Sarrah AbuLughod.

End Notes

i. This paper is based on a report commissioned by Asian Americans/Pacific Islanders in Philanthropy (AAPIP) with support from the Rockefeller Brothers Fund (RBF)

ii. This version of the paper only includes the material relevant to U.S.-based Foundations Funding in the Middle East and North Africa. For a complete version of the Foundation Mapping Report, including the information on U.S. Foundations and Public Charities Supporting Communities Impacted by the Events of September 11th, email mollyhafid@gmail.com.

iii. Foundation Center, International Grantmaking IV: An Update on U.S. Foundation Trends, xi. The study included data from 2002-2006 which was the most recent data available.

iv. The report offers an important observation: without the investments of the Bill & Melinda Gates Foundation, international giving would have declined during the period studied.

v. Foundation Center, International Grantmaking IV: An Update on U.S. Foundation Trends, 51

vi. Ibid. 52

vii. Ibid. xvi

viii. Ibid. xiii

ix. Ibid. 17

x. Ibid. xviii

xi. Ibid. 54

xii. Ibid. 56

xiii. Ibid. 58

xiv. Ibid. 58

xv. Alterman, “The Idea and Practice of Philanthropy in the Muslim World,” 1


xviii. These proposed areas are based on the interviews with program officer and intended to suggest themes across diverse institutions who each utilize different language to describe their grantmaking programs in the MENA region.