



THE CASE FOR TRANSNATIONAL WORK:

**AN INTERIM BBKA REPORT FOR COMMUNITY FOUNDATION
LEADERS ACROSS THE AMERICAS**

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EXECUTIVE SUMMARY

As philanthropic leaders, we have a unique role to play in building communities that span borders. The Building Broader Communities in the Americas (BBCA) initiative has built a network of community foundations, other foundations, nonprofits and government partners that facilitates transnational philanthropy and improves the lives of migrants and their communities.

This report was prepared in 2019 with the purpose of giving an update of mapping activities that BBCA promoted and offering recommendations to leverage and advance the BBCA strategy. This diverse network is creating resources across the Americas to strengthen transnational philanthropy, while bringing community foundations closer to residents and their homelands.

In this document, we present information from community foundations across the U.S. and Mexico that point toward transnational philanthropy as an effective approach to many of the challenges facing communities today. We highlight some of the emerging trends around migration in the Americas and share suggestions for the development of transnational partnerships and philanthropy.

The heart of the report introduces the idea of transnational philanthropy and reporting on several short-term goals for the development of BBCA that the community foundations suggested as they participated in their mapping research projects. We close with recommendations on how to engage community foundations and other critical partners across borders around this important work.

Our key findings from this report? In the face of natural disasters and the political and economic challenges that cross borders, it's clear that transnational philanthropy and partnerships play a critical role in improving the lives of migrants, their families and the communities they call "home." And it is a reminder that in the communities that we serve, the concept of "home" is often not just one place but both where we are now and where our origins — and in some cases, other family members — are.

We invite you to review this report and join us in strengthening community foundations across the Americas to become more effective in integrating those who leave their countries in search of new opportunities and more stability for their families.

"Migration is an expression of the human aspiration for dignity, safety and a better future. It is part of the social fabric, part of our very make-up as a human family."

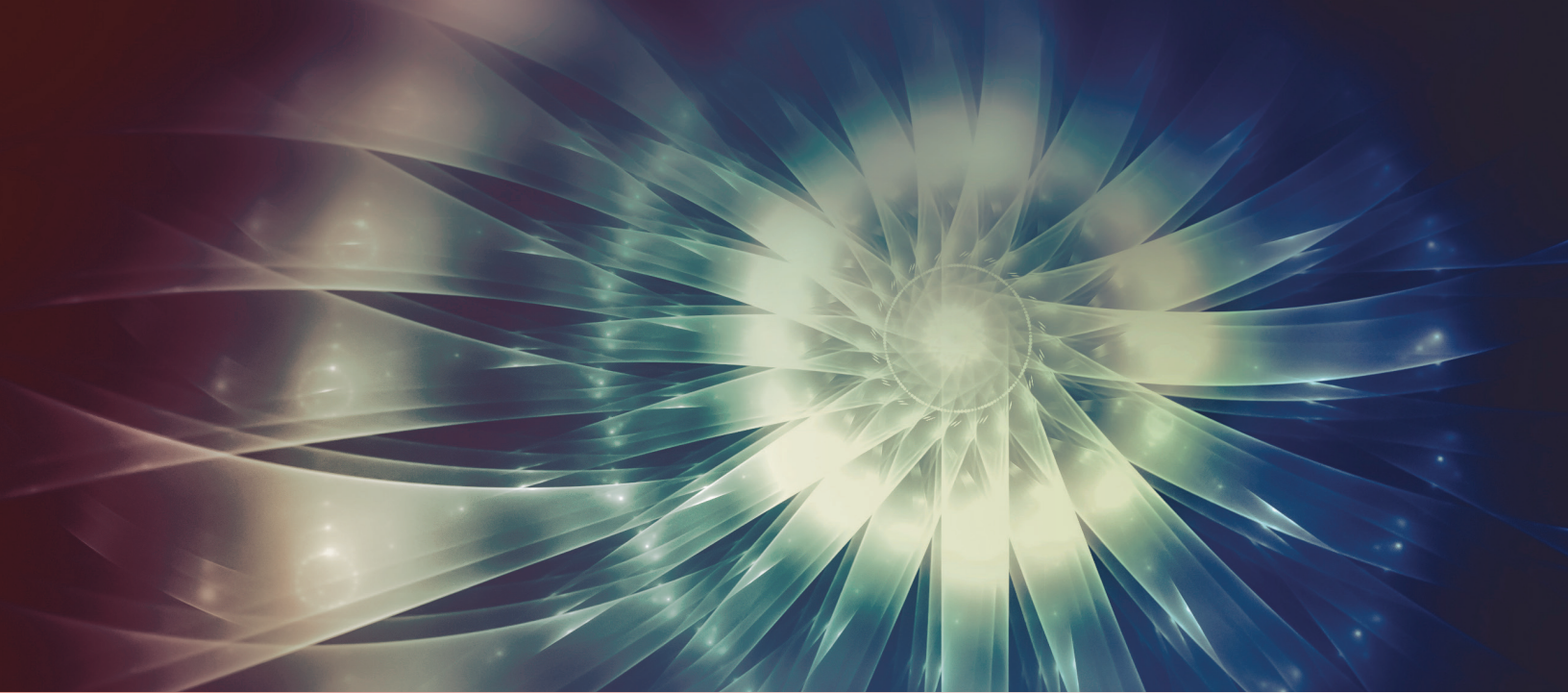
- Ban Ki-moon, South Korean Diplomat

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INTRODUCTION

In early 2016, philanthropic leaders from several organizations in the U.S. and Mexico met in Washington, DC to create a multinational initiative later named Building Broader Communities in the Americas (BBCA). The goal was to create a network of community foundations, nonprofits and government agencies reaching from Canada to South America. With initial participation largely from U.S. and Mexican community foundations, the network was intended to facilitate transnational philanthropy and to improve the lives of migrants, their families and their communities, both where they live today and in their communities of origin.

It was envisioned that this transnational philanthropy would occur as relationships were built between community foundations and their network organizations. The result would be an exchange of best practices that shared knowledge and identified resources, including financial resources. It was a way to enhance partnerships across borders — strengthening community capacity in all directions — and to promote the development of solutions specific to the relevant context and culture. Although still early in its development, this strategy has already begun to show promise.

As transnational philanthropy grows, it is important for community foundations and other nonprofits to understand the culture and context of migrant communities; how they adjust to their new homes and how they maintain connections to their homelands.

With additional knowledge and capacity, the BBCA network will continue to share lessons in an effort to increase support for migrant, or transnational, communities throughout the Americas.

UNDERSTANDING THE EXPERIENCE OF PARTICIPANTS

This report has also been written to understand the process and experience of participants — mostly community foundations, but other nonprofit partner organizations as well — in the evolution of this initiative through the end of 2019. The following is a qualitative evaluation that attempts to answer what has worked well and what needs to be amplified. We asked: What can we do to ensure this effort is sustainable and has a measurable impact on meeting the needs of transnational communities? How can we build an active network of community foundations and nonprofits that have the knowledge, capacity and resources to serve them?

This strategy places community foundations in central roles. This report will examine how BBCA adds value to the work being done by community foundations with their local transnational communities and with communities across borders or those who are returned to their communities of origin. It will also speak to why community foundations may want to engage with transnational communities and participate in BBCA, whether in a local context or with sending or receiving communities/countries.

REPORT PARTNERS

This report contains information compiled by several partners working with BBFA to develop and document specific BBFA activities, including the mapping activities and strategic planning. Michael Layton, former senior program specialist for the Inter-American Foundation, and others took the lead on developing a mapping strategy to create data and knowledge with community foundations interested in understanding their local transnational communities. These local communities often had connections with their homelands which enabled community foundations to make connections with foundations in their communities of origin. In cases where the transnational community includes those who have left to live in other places, they also often remain connected to their original community.

In summary, this report has been assembled with critical information to help community foundations — in partnership with others — explore the possibilities and opportunities of engaging with transnational philanthropy. Information was gathered for this report through interviews with representatives of community foundations, national network organizations and BBFA funders. Additional information was drawn from 11 mapping reports that were submitted before January 2020 and from participant evaluations from convenings.

BACKGROUND

A historic moment occurred at the 2014 Fall Conference for Community Foundations in Cleveland, OH. The conference, sponsored and organized by the Council on Foundations, celebrated the origination of the first U.S. community foundation in Cleveland in 1914 and sparked unique insights by highlighting community foundations from different parts of the world. Because the conference had a more global focus, it was natural that conversations went beyond the borders of the local areas where community foundations worked. This sprouted the idea of the initiative: *Building Broader Communities in the Americas*.

Five years later, this seed of a conversation has bloomed into a working group based on transnational relationships, well-attended workshops and gatherings, creative mapping projects and even community-led, disaster-related investments across borders.

CFLeads manages this project, with the Inter-American Foundation and the Charles Stewart Mott Foundation participating in planning, funding and attending the gatherings. This effort has grown into a transnational collaborative, which has attracted community foundations from Mexico and the Caribbean. Other participants include the Council on Foundations, the Alliance of Community Foundations in Mexico (known as Comunalía), and Community Foundations of Canada.

National network nonprofits such as Hispanics in Philanthropy (HIP) and Alianza Americas have also participated in the process as partners with valuable insight and ideas on supporting Latino leadership, equity for immigrants and policy recommendations that flow from a commitment to social justice. The Mexican Zacatecas Federation and El Salvadorian Foundation for Social, Economic and Cultural Education have provided an increased understanding of the struggle migrants have as they leave their homes searching for a better life and of the assets they bring to their new communities.

This diverse network builds resources across the Americas to strengthen transnational philanthropy and brings community foundations closer to residents and their respective homelands.

As we defined the activities for BBFA, we asked ourselves: What can we do to ensure this effort is sustainable and has a measurable impact to meet the needs of transnational communities?



FORGING A COLLABORATIVE PARTNERSHIP

The Inter-American Foundation (hereafter IAF) played a central role in forging this collaborative partnership by first bringing together a wide-ranging group that moved the BBCA effort forward. Hometown associations, business leaders, national nonprofits and community foundations, as well as other foundations, were all present as the BBCA conversation started.

The IAF is an independent U.S. government agency that has developed transnational expertise with deep relationships, community knowledge and strategic investments in Latin America and the Caribbean. Early on, the IAF had a sense of the transformative potential of bringing more funders and nonprofits together to shape the direction of this transnational work. The addition of community foundations and other nonprofits has brought new energy, new connections and new ideas to this work.

The Charles Stewart Mott Foundation (hereafter Mott Foundation) has also been key in the partnership because of its interest and expertise in Mexico and Latin America. The IAF and Mott Foundation have worked together for over a decade to support the development of community foundations in Mexico and elsewhere.

The Mott Foundation's interest in community foundation expansion has been to prioritize the community foundation's role in developing an active civil society in Latin America and elsewhere, forging the path for transnational philanthropy to build more community infrastructure and capacity.

CFLeads is recognized as a leader and a tremendous resource for community foundations across the nation and

now, transnationally. It works with community foundations of all sizes across the U.S. and collaborates with networks around the world.

CFLeads led the development of BBCA by conducting convenings in partnership with the IAF and Mott Foundation. Because of its previous role in convening community foundations on critical issues, CFLeads is an important partner in this work. The philosophy is that the effectiveness of community foundations starts with a deep engagement with residents.

CFLeads wants to meet the leadership needs of community foundations by:

- **Advocating** for a community leadership approach to improve community outcomes;
- **Offering** robust peer learning opportunities for community foundations;
- **Tackling** community issues through unique programming;
- **Creating** tools and resources relevant to the field.

These three organizations have forged a commitment to bring U.S., Canadian, Latin American and Caribbean community foundations together to create shared knowledge, build collaborative partnerships and work toward supporting more transnational philanthropy for the specific purpose of facing challenges and increasing the well-being of Latino and Caribbean families living in the U.S. and Canada and in their communities of origin. In addition to the three founding/funding partners, several other organizations have been consistent participants on the BBCA coordination team over the years (see Appendix).



WHY TRANSNATIONAL PHILANTHROPY?

Some have asked, why focus on transnational philanthropy and the communities that are involved in migrating across the Americas? Every day, there is more evidence that people continue to leave their homelands looking for opportunity, seeking safety and aspiring for better futures for themselves and their families.

This movement is happening across the Americas and the world. It will only accelerate as political conflicts, structural poverty and climate change increase. As a matter of record, the U.S. Central Bank predicted that more than 1.4 million people in Mexico and Central America will leave their homes over the next few years because of climate change and its effect on their livelihood (Washington Post, April 13, 2019).

It is also important to know that when people are forced to return to their countries of origin through deportations and policy change, there is often little infrastructure to support integration back into the local economy and community. BBKA represents an effort to be proactive and to find collaborative solutions for these challenges.

At a BBKA convening in November 2018 in Los Angeles, Dr. Manuel Pastor, professor and director of University of Southern California's Program for Environmental and Regional Equity, was invited to give a keynote about immigration trends in the U.S. and across the Americas. Pastor provided advice on how BBKA could foster greater understanding of these issues based on the following points:

1. There is a significant flow of people across borders throughout the U.S., Latin America and the Caribbean. People face incredible challenges and opportunities.

2. In the U.S., Latinos are a major factor in driving population growth and the economy. The median age of the Latino population is 28, while the median age of Caucasians is 43. This has significant implications for the U.S. workforce and the health of the social security system. Latinos contributed \$2.1 trillion to the U.S. economy in 2017 and are projected to be almost 25% of the U.S. population by 2050 (Pew Research).
3. Immigrant integration strengthens transnational and broader U.S. communities. Pastor argued that an intentional, two-way strategy results in better outcomes for immigrants and the communities in which they reside. His research shows that immigrant integration improves economic mobility, enhances civic engagement and creates more community openness to immigrants.

Dr. Pastor's advice for promoting the development of solutions is to create a better understanding of the Latino populations through data and stories and by:

- Fostering relationships between U.S. community foundations and those in Latin America and the Caribbean.
- Connecting community foundations, immigrant organizations and other institutions — including government, corporations and other funders — to work across sectors and develop initiatives to address shared challenges.

Over the last several years, BBKA has taken this advice to heart and has worked with community foundations and others to advance this work.



DEFINING DESIRED SHORT-TERM GOALS

Early in 2018, the North American Community Foundations (NACF) Summit was held in Mexico City. Many community foundations attended from Canada, the U.S., Latin America and the Caribbean. A special session with over 50 participants was held at the end of the conference to discuss the direction of BBCA. This session resulted in the articulation of the following goals for the network.

Develop Meaningful Exercises

Ten community foundations will have completed exercises to help them understand the members of their communities that have transnational identities or life experiences, and are applying fresh understanding to new or existing programs or partnerships.

Engage Transnational Partners in Giving

Community foundations from various regions will partner in exploring more effective ways of giving transnationally and supporting each other's work.

Create Multilateral Collaboration

Three to five bilateral or multilateral interactions will have developed, where community foundations have ongoing collegial capacity-building and problem-solving across borders.

Document Experiences and Best Practices

BBCA contributes an analytical or "thought product" that adds to the thinking about transnational communities and community foundation best practices.

The following are ways that BBCA has moved forward in each of the four areas.

RESULTS TO DATE

DEVELOP MEANINGFUL EXERCISES

Over the last several years, BBKA has made significant progress toward these goals, including offering grants for mapping exercises that would help community foundations partner in research about their own transnational communities, learn about assets and needs, and trace types of interactions with these communities' places of origin. It is anticipated that 11 mapping exercises will have been completed by spring of 2020, involving 16 community foundations.

Two examples of recent mapping exercises that have provided insight and encouraged partnerships with local transnational communities until now have been with the Delaware Community Foundation (DCF) and the Southwest Florida Community Foundation.

DCF partnered with an interested donor, the University of Delaware, and a group of 30 local Latino organizations called La Colectiva to map the Latino community in Sussex County, DE. Through this process, DCF learned about the complexities and contributions made by the Latino community and their aspirations for the American dream of buying a house, sending kids to college and building a healthy and safe community — all goals that are viewed as typically American. They also discovered that the Latino community has grown immensely in the last 30 years and has brought many assets to the county, including the payment of over \$50 million in taxes by newer generations of Latino families.

As a second example, the Southwest Florida Community Foundation was interested in mapping its local transnational Latino communities, especially the migrant farmworkers, through a collaboration with the Florida Gulf Coast University and a consultant, EnSite. This foundation decided that there was an urgent need to better understand the transnational populations of Hendry County, FL — specifically, the Latino population which makes up 70% of the county's residents.

This research was needed because of the significant inequities, rapid social and environmental change, and the lack of information on the county's young majority-Latino population. The intent was to bring a diverse group of voices to the table to create a

participatory learning network and innovate around Latino issues, organizations and homelands. They encountered challenges with conducting interviews in some neighborhoods due to lack of trust, conflicts in migratory work schedules and fear of deportations.

Three of the Mexican community foundations also conducted research on communities in their regions that have experienced high levels of migration to the U.S., providing invaluable information on motives for emigration and experiences of repatriation in Mexico. Community foundations such as those in Malinalco and Guadalajara intend to use this information to foster partnerships with destination communities in the U.S. and facilitate the "giving back" to communities of origin.

"...a catalyst to spark conversations and new partnerships."

ENGAGE TRANSNATIONAL PARTNERS IN GIVING

The second desired goal speaks to more effective giving to Latin America and the Caribbean. Because of Hurricane Maria in Puerto Rico in 2017 and the massive earthquake in Mexico that same year, there was an urgent desire to make transnational grants to these disaster-fraught areas. New relationships among partnering community foundations and their networks in those regions facilitated the process.

The Philanthropic Initiative (TPI) at The Boston Foundation is one of several community foundations with a proven track record of facilitating international grants. Through BBKA, it connected with other community foundations in Puerto Rico and Mexico and was able to funnel high-priority grants into Puerto Rico quickly after the hurricane hit. The Boston Foundation also had an active Latino giving circle that encouraged a quick response to the disaster on the island. Together, they raised several million dollars.

This activity was informed by earlier experiences with the development of the Haiti Fund, which was established after Haiti was devastated by Hurricane Matthew in 2016.

Other BBCA partners joined a call to action when the earthquake hit Mexico in 2017. An earthquake fund called “Partnership to Support Post-Earthquake Recovery in Mexico” was developed and funded by the Inter-American Foundation, the Mott Foundation, Silicon Valley Community Foundation, El Paso Community Foundation, the Rockefeller Brothers Fund and the International Community Foundation. Because of the relationships developed at BBCA, funds could be disbursed to four Mexican community foundations for longer-term community recovery. This fund raised nearly \$550,000.

Many of the Mexican community foundations also sent recovery grants to their sister foundations in the disaster areas. Comunalía (the Alliance of Community Foundations of Mexico), played a significant role through connections and vital information. A site visit to the projects in early December 2019 showed that investments were well placed and progress was being made to rebuild and revitalize the communities affected by the Mexican earthquake. These projects were community led, in partnership with Mexican community foundations, and are creating a large impact with the support of small grants.

These examples demonstrate that when time is of the essence, having trusting relationships in place allows for the rapid, effective deployment of resources needed in the face of crises.

CREATE MULTILATERAL COLLABORATIONS

The third desired goal aspires to build collaborations, create knowledge about transnational communities and develop strategies to act on the findings. Of the 11 mapping exercises, three were created to understand specific U.S.-Mexico border regions, the connections of people and the movement of resources. Two of them were focused on the expansion of philanthropy in the region and improving connections with more business and corporate funders, while the third collaboration was created to understand the thinking of residents on both sides of the border through a regional survey.

El Paso Community Foundation and its Ciudad Juárez

counterpart, Fundación de la Frontera Norte, in partnership with the University of Texas, El Paso and other nonprofits created a regional survey called the Border Perception Index to understand the views of El Paso and Ciudad Juárez residents. The results of the index showed a high level of connection between the two cities because of family members living on both sides of the border.

The survey results also showed significant agreement on issues of safety, immigration and economic interdependence between residents of the two cities. These community foundations are using this learning as a basis for future projects that could economically enhance and unify the region. It was conducted with bilingual, bicultural health workers from a nonprofit called Familias Triunfadoras. This culturally relevant approach created an example of how to connect with residents in both cities to elicit more resident trust and response. A trusted cultural partner is a huge asset in building credibility with residents.

The Arizona Community Foundation, the Community Foundation of Southern Arizona, Fundación del Empresariado Sonorense and the Border Philanthropy Partnership are partners in a collaboration called “Arizona and Sonora: Building Bridges for a Stronger Future in Community Philanthropy.” The goal of this mapping project is to explore and study what guides and inspires giving in Arizona and Sonora among Mexicans in Sonora, Mexican Americans, and Mexican nationals working and living in Arizona.

The third collaboration is made up of the International Community Foundation, Fundación Internacional de la Comunidad in Tijuana and the Border Philanthropy Partnership. This collaboration has focused its research on understanding corporate philanthropy trends in the Baja California region with the longer-term goal of increased giving in the region.

These collaborations are seeking to better understand their neighbors and businesses across the border, acknowledge the movement of people back and forth — many with family ties and resources — and identify individuals and business owners as possible donors who could enhance philanthropy in their region.

DOCUMENT EXPERIENCES AND BEST PRACTICES

As we evolve in our BBCA work, participating community foundations have emphasized the importance of documenting experiences and learnings to build a rich archive of resources. Two areas where BBCA has begun this process is through the mapping reports from grantees and the report from a partnership for disaster-related investment in Mexican community foundations.

Each of 11 mapping projects mentioned above will result in a report on the processes for mapping, demographics of the transnational communities, personal stories, assets and needs, and lessons learned from the project. As of now, most of the reports have been sent in, and the goal is to have them published on the BBCA webpage at CFLeads and available to others.

With respect to the disaster-related investment in Mexico, the Inter-American Foundation published the "Community Foundations Report: Partnership to Support Post-Earthquake Recovery in Mexico," which discusses funding the longer-term recovery process after the Mexican earthquake of 2017, with attention to strengthening the social infrastructure and building community resilience.

Some of the lessons learned include the necessity of having emergency protocols, identification of the community foundation role to unite and bind different community groups and a focus on a grassroots approach. The Mexican community foundations have gained better understanding of the local context including culture, youth, women, elders and Indigenous communities, and have experienced greater expansion into their regions, especially rural areas, because of this experience.

"Lessons learned include the necessity of having emergency protocols, identification of the community foundation role to unite and bind different community groups, holding the long-term recovery view and using a grassroots approach."

PARTICIPANT INTERVIEWS

In partnership with Public Equity Group (PEG), the process of conducting interviews with BBCA participants included donors, funders, community foundations and network organizations. The goal of the interviews was to better understand the thinking of current BBCA participants, with an eye to improving the process and the efficacy of the strategy. Thirty-one interviews were completed, which captured a broad range of perspectives from participants: those who had attended several meetings, those who attended a meeting or two and those who decided not to participate. It also included mappers and funders of the earthquake projects.

All interviews were conducted through engaging conversations, recorded and reviewed to understand how participants involved themselves in convenings, mapping or disaster-related projects and funding. These interviews also drew out recurring themes about what worked well and what could be improved. Anonymity was assured and the feedback was candid.

Through the interviews, we saw varying perspectives, ideas and thoughts on the state of the BBCA network and its future. This word cloud illustrates the significance of the themes as they were articulated, with the size of the words corresponding to the number of times they were mentioned in the interviews.



INTERVIEW THEMES AND COMMENTS

THEMES	PROJECT NOTES	PARTICIPANT FEEDBACK
About BBCA Themes and Services		
Transnational Philanthropy	<ul style="list-style-type: none"> Philanthropy as a core value 	<ul style="list-style-type: none"> The need to develop a narrative around the positive things that people [from Mexico] are doing, to counteract all of the negative rhetoric around migration. Make sure that people know that Mexicans are also philanthropic.
Migration	<p>Understanding of migration:</p> <ul style="list-style-type: none"> Migration patterns and historical implications Impacts of policy on migration: NAFTA (North American Free Trade Agreement) Exploring different reasons of migration: wealthier immigrants looking to do business 	<ul style="list-style-type: none"> Immigrants want to give back to their home communities, and community foundations can serve that role of sending money to their homelands. Recognize migrant clubs, which are organized to promote their rights and development. There could be a greater flow of resources which could also generate development [in Oaxaca].
Cross-Cultural Understanding	<p>Need for knowledge of context in political, socioeconomic, globalized situations in this work:</p> <ul style="list-style-type: none"> Political and social implications Biases and preconceived notions Need for self-reflection and willingness to learn about other cultural contexts and practices Understand international relationships from historical policy and practice 	<ul style="list-style-type: none"> Recognize that [Mexican] community foundations do not fit the model and standards of the U.S.; they have different laws and tax incentives. Funding Mexican organizations is a lot more complicated than funding in the U.S.; it is important to share how donations need to be sent and what documentation and processes are necessary. The need for opportunities to teach and learn from community foundations in other countries.
Shared Values	<p>Recognition of different backgrounds, countries, identities and cultures represented in the BBCA network that share collective values:</p> <ul style="list-style-type: none"> Locations/regions How BBCA serves needs in an equitable manner Shared values: philanthropy, community giving, development Desire to serve our communities 	<ul style="list-style-type: none"> Recognize the differences between foundations that have existed for many decades and those that are newer. Even though there are differences, they can learn from each other.

Mapping	<p>The projects of mapping sparked a lot of conversation where there was a lot of uncertainty and questions. The participants provided valuable insight on current and past mapping.</p> <ul style="list-style-type: none"> • Clarity on mapping projects, their purpose and value • Sharing of projects, assets • Guidance needed for mappers • Next steps of mapping data 	<ul style="list-style-type: none"> • The need to follow up with the foundations that have completed their mapping so that it doesn't finish with only research. Help community foundations to take steps based on their research.
Disaster Relief Channels	<p>Varying degrees of knowledge of the disaster relief initiatives, their purpose(s) or outcomes:</p> <ul style="list-style-type: none"> • Role of BBCA when disasters occur • Importance of transnational philanthropy for relief funds • Channel networks created through BBCA • Earthquake and hurricane funds 	<ul style="list-style-type: none"> • The need for sustained support for building organizations over time, investing capital to help those institutions become those lasting anchors of community development over time. • BBCA was able to promote the disaster fund so that foundations can react quickly during an emergency, connecting with people and putting the money where the need is.
Donors/Funding	<p>The need for a wider net of donors was a common thread and bringing in businesses and other stakeholders.</p> <ul style="list-style-type: none"> • Tap into local communities; mapping has already forged these relationships 	<ul style="list-style-type: none"> • Recognize that business groups and business chamber associations can also contribute to the community foundation programs.
About BBCA as an Initiative		
Perceived Benefits of BBCA	<p>The benefits of being part of BBCA:</p> <ul style="list-style-type: none"> • Strengthened or new relationships • Gained knowledge and understanding of Latino populations • International community with shared ideals and values 	<ul style="list-style-type: none"> • BBCA as an opportunity to speak and hear voices from various parts of North and Latin America. To give members the opportunity to share in decision-making. • BBCA as an example of real international cooperation and collaboration, giving community foundations the opportunity to connect around what is important to them.

Structure of BBCA	<p>Need for clarity of the organizational structure of BBCA:</p> <ul style="list-style-type: none"> • Membership • Decision-making • Funding decisions • Staffing/roles 	<ul style="list-style-type: none"> • The need for BBCA to introduce more formal processes. Some participants feel left out of the decision-making. • A concern that BBCA has a staffing issue. The program requires some level of full-time or at least part-time investment in order to be successful.
Communication	<p>Need for more frequent communication within BBCA:</p> <ul style="list-style-type: none"> • Sharing knowledge and data • Sharing of ongoing projects and integration of databases • Resources 	<ul style="list-style-type: none"> • An interest in communication being available to foundation staff and not only the CEO.
Convenings	<p>BBCA convenings and their purposes:</p> <ul style="list-style-type: none"> • Critical role of attending • Past low attendance • Site visits, mapping • Importance of seeing project outcomes 	<ul style="list-style-type: none"> • The benefit of connecting with people you wouldn't otherwise connect with. It lets you connect to a wider network and wider information system.
Technology	<p>Need for more use of technology to promote BBCA:</p> <ul style="list-style-type: none"> • Newsletters • Webinars • Social media 	<ul style="list-style-type: none"> • Possibly formalizing membership in BBCA — to increase the feeling of belonging. • Using other forms of social media for BBCA, to be updated with the way that others are communicating.
Future of BBCA	<p>The larger picture is unclear along with what is the next step for BBCA:</p> <ul style="list-style-type: none"> • What to do with mapping outcomes • Add more participants or consolidate and perfect what we have 	<ul style="list-style-type: none"> • The need to define where BBCA is going, what comes next and what the objectives are. • The desire to see more cross-collaboration between North America, Central America and South America. Currently, the participants are mostly from the U.S. and Mexico.

CRITICAL SUCCESS FACTORS FOR BBKA

These critical success factors have been developed through interviews, observation, conversation and common sense. They are offered here to illuminate and then navigate a path forward in managing a complex set of transnational relationships and processes to support this work.

1. Ensure Support from Community Foundation Senior Leadership

This transnational work needs the commitment of community foundation senior staff. It calls for the endorsement of the CEO and senior leadership to ensure there is enough interest to support learning, participation and a commitment to funding. While this can be a reach for many locally focused community foundations, paying attention to and supporting migrant communities can have a positive impact on the entire community.

Senior leadership needs some level of engagement for the work to move forward. For example, the president and CEO of The Minneapolis Foundation attended the *North American Community Foundation Summit* in Mexico City as a speaker. They met with the chair of Fundación Comunidad from Morelos, Mexico and now these two community foundations have a joint mapping project, thanks to this conference interaction and the fact that there is a sister city relationship in place.

2. Build Trusting Relationships

Building trusting relationships emerged as a key indicator of success. Without trust, none of this work will succeed. The trust that has evolved between BBKA partners, community foundation partnerships and collaborations is fundamental to this work. The mapping exercise between Fundación Comunidad and The Minneapolis Foundation revealed that Minnesota is one of five state destinations for immigrants from Morelos, and more specifically, from the town of Axochiapan.



The two foundations decided to better understand this migration through their mapping research. As part of that process, a decision was made to invite the foundation director and researchers to Minneapolis for a week of meetings, orientation and understanding of culture and context.

The Minneapolis Foundation organized meetings between a well-respected research foundation, the Minnesota Mexican Consulate, the Morelos hometown association leaders, successful business owners originally from Morelos and the senior leadership team of The Minneapolis Foundation. This week-long interaction helped build a strong bridge between Morelos and Minneapolis and established deep trust from this newly formed partnership.

3. Learn Together

BBCA convenings were key to getting to know one another and learning together. These multiday sessions were focused on peer learning about immigrant integration, migration trends, mapping expertise, transnational hometown associations and immigrant organizations. The time spent together had great value, resulting in new relationships, learning about transnational communities and identifying the expertise individuals could bring to this work. The last four convenings solidified these relationships to the point where funders, community foundations and transnational network organizations have become resources to each other and contributed to a culture of trust and collegiality.

Some of the comments made on the convening evaluations verify that this time together helped participants meet others working on mapping projects, exchange ideas and take time to reflect on transnational philanthropy. Participants also noted that having just community foundations as a connector for this work would be limiting, suggesting that other organizations be invited to future gatherings.

4. Create Actionable Knowledge

BBCA decided that mapping was the way to create knowledge that could serve as a starting point to get participants on the same page and help define the initiative's focus and direction.

As noted, these mapping exercises have had very different approaches to identifying and understanding transnational communities, which brings new ideas on how to serve these communities. BBCA will publish a separate report detailing the mapping reports.

5. Identify Investment Platforms

Integrity and confidence are critical to successful transnational grantmaking. Knowing where the money is going and how it is being used is key to moving grants to different countries. The Mexican Earthquake Fund was developed to respond to the devastation that hit a large region of central and southern Mexico. This investment platform facilitates giving to Mexico from community foundation to community foundation for a particular purpose. Hispanics in Philanthropy also have an online giving, HIP GIVE, for giving directly to nonprofits in Latin America. Utilizing platforms like these in addition to collaborating with transnational community foundations in disaster-related or other high-priority areas does facilitate the process and provide the confidence that donors need for their investment.

6. Understand the Culture, Context and Community Values

The question of how to incorporate cultural grounding, context and community values cannot be overstated. This is particularly important for participants from certain countries who may not have as much orientation toward cultural fluency and want to get to an action agenda without spending enough time on developing relationships. It is well known that good relationships will facilitate more productivity in the long run.

To address the question of culture, BBCA ensures that all convenings are conducted in relevant languages and have translators present, whether the meeting is in the U.S., Latin America or the Caribbean. Most documents are translated into both English and Spanish. This capability ensures that everyone can participate and contribute to the conversation and work in a manner that creates inclusion.

An example of good cultural approaches to mapping is that of the El Paso Community Foundation, which used bilingual, bicultural health workers to conduct a transnational survey in both Juarez and El Paso. Southwest Florida and Delaware also made sure that cultural competency was a theme of their mapping projects. Finding a trusted set of cultural community partners that have deep connections within the community is a critical element for mapping and will facilitate interaction so projects go well.

Understanding local context is also an important element of transnational work. During site visits to the earthquake-funded projects in Mexico, it was evident that Mexican community foundations were equal partners with the local nonprofits that they were supporting.

This collegiality was a great lesson in the mutual respect that exists between organizations. Context expands insight.

Interestingly, the earthquake projects had various leaders associated with them, rather than just a single one. Community cohesion was evident and there was a comfort in handing off the leadership discussion from one (mostly young) leader to another. This sense of community and values powered the funded projects and led the way to a more inclusive leadership style. Furthermore, these projects emphasized the importance of social infrastructure along with the bricks and mortar. The long-term resiliency of the community was enhanced because of the long-term nature of the grants.

7. Amplify Communication

It is critical to keep the flow of communication going in all directions. BBKA is building out this capability, having received feedback that not enough communication has occurred. Social media, newsletters, regular updates and ongoing communications can contribute to keeping people connected. However, feedback from convenings described face-to-face meetings as most important.

8. Incentivize Participation Through Matching Grants

Having modest challenge grants available to support data collection through the mapping process made a huge difference in attracting diverse community foundations and other partners. It was also important for these foundations to invest their own money so that they would be deeply involved in the research through design and next steps. This incentivizes community foundations to step into transnational relationships, grants and projects.

9. Shift Power Differentials Toward Equity

These words speak for themselves. It is a reminder that the question of power is important in the transnational context. Carefully drawing contributions and participation from everyone will lead to better decisions.

In a philanthropic environment where scale and money are prioritized, inviting newly developed transnational community foundations with different political and policy contexts must be treated with sensitivity and care. For example, most of the U.S. foundations have been in existence for decades, some for over 100 years, and have well-developed skills for amassing assets and giving large grants. Community foundations in Mexico are relatively new and have fewer assets, but they also have a lot of knowledge and skills about community philanthropy to teach those from different countries. The exchange of resources

between these partners creates a strong base for working together.

ATTRACTING COMMUNITY FOUNDATIONS

What brings community foundations to BBKA and this work? The community foundations and others who have participated to date have the following reasons for being a partner in BBKA:

Geography

Being close to a border, as an example, offers new opportunities to work with other geographically close community foundations and build a stronger, more united region with the ability to use different perspectives to solve problems, strengthen the economy and co-create projects. Three of the current mapping projects are in the southwest border regions.

Local Latino/Caribbean Transnational Communities

Demographic connections between sending and receiving communities is an opportunity to form a strong bond. Examples include the connection between Minneapolis and Morelos and Boston/TPI and Puerto Rico. Community foundations from Latin America allow U.S. community foundations to learn from new leaders about different cultural community approaches.

Delaware and Southwest Florida also took the opportunity to learn about their respective Latino communities to understand what challenges and assets they bring. Both are investigating these questions: What needs to be in place to have these communities contribute to their highest potential? Education? Job training? Language skills?

New Donors/Current Donors

Numerous examples of donor engagement are worth noting here — several developed prior to this mapping process. El Paso Community Foundation was able to collaborate with young successful Juarez businesspeople working in New York. These young Juarez expats living in the U.S. (but whose hearts were in Mexico) worked to create Project Paz. More recently, they contributed \$200,000 to the Earthquake Fund that financed grants for projects in central and southern Mexico. The possibilities for new donors from Mexico in this process is strong, but community foundations need to put in the time to cultivate these new, bicultural donors.

The Chicago Community Trust has the largest Latino Heritage Fund in the nation. Now, the Trust is mapping local Mexican business owners and high net-worth individuals to promote more philanthropy through their BBCA mapping process. Fundación Comunitaria sought to find business owners in Houston, San Antonio and Los Angeles with roots in Monterrey and Nuevo Leon to examine how to attract more engagement and funding for projects in their original hometowns.

The examination of philanthropic practices in the collaboration between Arizona, southern Arizona and Sonora community foundations also seeks to expand giving in the region in order to understand Mexican and Mexican American attitudes toward philanthropic activities. The Baja California mapping project has also been created to increase the number of new donors and form collaborative funding pools that will more closely align with the needs of the regional communities. Their goal is to build a more cohesive and collaborative joint effort to create philanthropic momentum.

Connections Through Sister Cities and Other Bonds

There already exist bonds such as the “Sister City” designation between El Paso and Ciudad Juárez, as well as between Minneapolis and Cuernavaca, in the state of Morelos, Mexico. Community foundations have excellent opportunities to expand philanthropy by tapping into these already-existing transnational relationships between cities. Regional consulates may also be able to help with collecting data, since they know who is in their communities. They may also have a good sense of what the community needs are.

Empowered Foundation Staff

Staff leadership makes a difference and can move the foundation toward understanding and working with local transnational communities. Hiring staff with transnational roots or homelands in Latin America and the Caribbean can bring a high level of competency and interest to this work. Business owners with transnational roots are also potential partners.

RECOMMENDATIONS

These recommendations have been developed through the following sources of feedback from convenings, mapping, earthquake related projects and the discussions among the BBCA team.

1. Collect and analyze all completed mapping reports.

Convene mappers from both cohorts to discuss their experiences. Catalog knowledge about the different types of partnerships, collaborations and community partners who played a key role. Document lessons learned from the mapping experiences, both positive and negative. Create a mapping advisory committee and develop flexible mapping templates to help organizations get started. Ensure technical assistance is available to answer questions and guide the transnational mapping process.

2. Build an action plan and fund phase two. Community foundations and nonprofits have clearly stated that mapping and research are not enough. An action plan strategy will guide the implementation of projects that speak to the findings. In the examples stated in this report, there are initial efforts to create new programming and make sure that transnational and local community voices are at the table. These efforts can attract new donors and help to develop special transnational funds at community foundations.

3. Develop a multiyear calendar for convening, with long lead time to promote higher participation levels at meetings and events. Ensure that these convenings are planned with community foundations that have made progress on their transnational work or with community foundations that could join the BBCA network. Take a regional view so that other community foundations and transnational nonprofits can participate. Make sure that transnational nonprofits are also part of the process so that migrant voices can be heard.

4. Develop a peer exchange initiative that supports community foundation staff to learn transnationally on-site to better understand the culture, context and community so that community foundations can better support their residents.

This can be augmented with other exchanges such as: youth to youth, donors to donors, researchers to researchers, nonprofits to nonprofits. Skills and knowledge must be transferred so that these communities are more strongly supported for wholeness and prosperity.

5. Build partnerships with nonprofits to work with community foundations (in Mexico, Central America and other areas) who are now trying to integrate deportees from the U.S. Several foundations, such as Fundación Comunitaria and Fundación Comunitario de Malinalco, are already working on this challenge.

It is especially hard for children who are born in the U.S. and then taken to their parents' homeland. They see themselves as Americans in a foreign country. It is estimated that there are 600,000 American-born children in Mexico. Mexican community foundations discussed the dilemma of receiving deportees and their families back into their communities with little capacity to help them.

6. Institutionalize this transnational work through stronger linkages with the Council on Foundations, Community Foundations of Canada, Comunalía and other network organizations. Attend and present at conferences to attract other participating community foundations, nonprofits and funders.

7. Strengthen ties with national, nonprofit network organizations such as HIP and Alianza Americas. The Latino and Caribbean communities traditionally have received a small share of the philanthropic dollar. These communities are growing and becoming a larger part of our American fabric and could become strengthened through increased philanthropic support.

8. Understand and advocate for public policies that support the expansion of civil society, specifically through the development of more community foundations, nonprofits and other community support structures through the implementation of laws and practice. Join with others in these efforts.

9. Cultivate new national funders to engage in the BBCA network. There are a number of funders who are interested in Latin America and the Caribbean communities. BBCA is an opportunity to bring other funders to this work.

Conclusion

This is a work in progress with a long-term horizon. Community foundations are built for the long term and are well positioned to play a philanthropic role in communities that are based on migration.

We also know that crisis presents opportunity. With substantially more migration and the challenges it presents in the future, the time is optimal to join this effort. Although we are still learning and capturing lessons, we also know that we can improve people's lives if we work together. BBCA is becoming a model in collaboration, strengthening the work of community foundations in their own regions by connecting with others transnationally.

QUESTIONS?

Please don't hesitate to reach out to:

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APPENDIX: THE BBKA NETWORK

The following is a list of organizations that have been involved in BBKA activities since 2016. Those community foundations with an asterisk (*) have been BBKA grantees.

BBKA FUNDERS

Inter-American Foundation
Charles Stewart Mott Foundation
CFLeads (in-kind)

Fideocomiso para la Competitividad y Seguridad Ciudadana
Fundación Comunidad*
Fundación Comunitaria de la Frontera Norte

Puerto Rico Community Foundation
San Francisco Community Foundation
Santa Barbara Community Foundation

COMMUNITY FOUNDATIONS

Amigos de San Cristóbal
Arizona Community Foundation*
Berks County Community Foundation
Brazil Foundation
California Community Foundation
Cambridge Community Foundation
Chicago Community Trust*
Community Foundation of Southern Arizona
Community Foundation of Western Nevada
Corporativa de Fundaciones*
Delaware Community Foundation*
El Paso Community Foundation*
Fairfield County's Community Foundation

Fundación Comunitaria del Bajío
Fundación Comunitaria de Malinalco*
Fundación Comunitaria de Oaxaca
Fundación Comunitaria Matamoros
Fundación Comunitaria Puebla
Fundación del Empresariado Chihuahuense
Fundación del Empresariado Sonorense (Nogales and Obregón)
Fundación Merced Querétaro
Fundación para Unir y Dar (Comunidar)*
Fundación Punta de Mita
Haiti Community Foundation
International Community Foundation *
Latino Community Foundation
Minneapolis Foundation

Santa Fe Community Foundation
Seattle Foundation
Silicon Valley Community Foundation
Southwest Florida Community Foundation*
The Boston Foundation*/The Philanthropic Initiative
The Cleveland Foundation
The Community Foundation for Greater Atlanta
The East Bay Community Foundation
The Miami Foundation
U.S.-Mexico Border Philanthropy Partnership
Vancouver Foundation
Windsor-Essex Community Foundation



COMMUNITY FOUNDATION NETWORKS

Alianza de Fundaciones Comunitarias de México
(Comunalia)

CFLeads

Community Foundations of Canada

Council on Foundations

OTHER NATIONAL NETWORKS AND NONPROFITS

Acción

Alianza Américas

Alianza de Salvadoreños Retornados

Ayití Community Trust

Chicanos por la Causa

CLUES

Community Activism Law Alliance

Consulado General de El Salvador

Give to Colombia

Global Fund for Community Foundations

Hispanics in Philanthropy (HIP)

International Youth Foundation

Latino Union of Chicago

Nuestro Ideal

Partners of the Americas

Public Equity Group

Radio Bilingüe

Tinker Foundation

Transnational Villages

Voces MesoAmericanas

Visión y Compromiso

Walder Foundation

HOMETOWN ASSOCIATIONS

Federación Zacatecana

Federación de Clubes Zacatecanos del Sur de California

Foundation for Social, Economic and Cultural Education
(FUPEC)

Gateway City Partners