



Secretariat For  
Women in Development

PN AAN 625/62  
ISN-31802

# **FUNDING RESOURCES FOR WOMEN IN DEVELOPMENT PROJECTS**

Marilyn W. Richards  
New TransCentury Foundation

July 1978

2nd Printing  
December 1978

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#### ACKNOWLEDGMENTS

This bulletin would not have been possible without the cooperation of individuals in the sources listed herein. Their time and their thoughtful consideration of the information we sought to include were invaluable. In some cases we talked with these people on three or four different occasions. The New TransCentury Foundation is grateful for their assistance.

*Marilyn W. Richards*  
*New TransCentury Foundation*

## FOREWORD

This bulletin of Funding Resources for Women in Development Projects is a major product of the Secretariat for Women in Development of the New TransCentury Foundation. The Secretariat was founded January 1977 as part of TransCentury's larger program to assist private voluntary agencies and non-governmental organizations to integrate women, especially Third World women, into development projects and programming more effectively.

Through the Secretariat, private organizations will have access to special services for improving the impact of their programs on women and for identifying opportunities for expanding the vital role women have to play.

As part of its mandate to facilitate the charge of voluntary agencies meeting this challenge, the Secretariat offers its assistance through the following projects:

- Development as if Women Mattered, A Third World Focus.  
An annotated bibliography that offers special features. It gathers together a large number of documents with an action/programming focus. A large proportion of the studies listed were prepared by and present the perspective of Third World Women.
- A Funding Bulletin for Women in Development Projects.  
The bulletin provides information about potential funding sources, types of women's projects funded and grantsmanship tips. Also included is information on priority issues and geographic interests, funding organization policies, and key contact people. A special feature is whether and how organizations indigenous to developing countries receive grants.
- A Directory of Projects involving women which will, in addition to its informational content, stimulate a flow of ideas among development practitioners, academicians and organizations involved in development, about how concerns for the role of women in development can be translated into the planning, initiation and implementation of a variety of projects which have a beneficial impact on women's lives.

- The establishment of a publication retrieval system which will facilitate the acquisition of both academic and action-oriented documents in the field of women in development.
- Organization of overseas workshops with private voluntary agencies on the role of women in development for the encouragement of agency field staff to more effectively involve women in the project implementation process.
- A Roster of qualified women in development. The Secretariat is currently producing a roster of women with appropriate qualifications for working in the field of development. The roster will be organized for users to be able to easily determine an individual's geographic area of expertise, functional skills and planning and programming capabilities.

The range of our activities is wide, and the challenge is great. We view those interrelated and complementary activities as elements of one program which encompasses current as well as future projects that will enable us at TransCentury and other agencies to devote more attention and to ensure that future projects are conceived and implemented "as if women mattered."

May Rihani  
Director  
Secretariat for Women in Development  
New TransCentury Foundation

## INTRODUCTION

At the National Women's Conference in Houston last November (1977), a group of women representing several countries of Latin America, Africa, the Middle East and Asia met with their U.S. counterparts to discuss their concerns and needs. They consistently expressed an urgent need for information about sources of funding for their projects, and how to obtain that funding.

These same concerns have been articulated through repeated discussions among women from around the world, particularly since the impetus of the 1975 International Women's Year Conference in Mexico City.

At the same time, U.S. private voluntary organizations working in developing countries are taking stock of their programs in light of increased information and greater sensitivity about the needs of women. They are reassessing the impact on women of projects directed to the community in general, and designing projects specifically targeted to the female population.

A major goal of the Secretariat for Women in Development of New Trans-Century Foundation is to encourage good development projects which make fuller use of the important resources Third World women have to offer, and more directly meet their needs. TransCentury recognizes that sharing information about potential funding sources for these projects is key to meeting this goal. This bulletin, containing information about funding sources based in the United States, is one step toward helping organizations raise funds for women in development projects. A second bulletin of funding sources based outside the United States will be published in the upcoming months.

New TransCentury Foundation hopes to provide continuing resources to help organizations meet their fund raising and program development needs.

## CONTENTS

The bulletin includes descriptions of U.S. private foundations, U.S. Government agencies, U.S. PVOs and church groups which fund projects, U.N. agencies based in the U.S., and a brief discussion of multinational corporations.

The major criterion for including a source in the bulletin is the fact that it is currently and will in the future fund development projects of U.S. and/or developing country PVOs (Private Voluntary Organizations), whether these projects are women-specific or integrated.

Where a funding source has made only one or two grants to development projects of PVOs in the past, and we could not ascertain that it planned future funding of PVO development projects, we felt it would be misleading to include that source here.

The descriptions of each source are specifically tailored to raising funds for women in development projects. While the descriptions are applicable generally to development concerns, they do not include information about those interests of a funding source beyond international development. Some of the sources listed here do have other interests (including U.S. domestic issues).

#### MAKING THE BULLETIN WORK FOR YOU

Nothing is more important in the art of raising funds than the personal relationship you establish with the funding source.

While funding sources have specific policies about where and how they make grants, and they need written proposals, evaluation systems and good budgets, the people to people dynamics between key individuals in the funding source and in your organization will often be the final determining factor in grant decisions.

Funding sources need to feel confident that their money will be put to good use. At the same time, organizations want to know that the funding source shares their interests and goals. This mutual trust relationship is the product of ongoing discussions, interaction and the sharing of ideas and resources.

This bulletin gives you the main ingredients (key people, primary issue and geographic interests, important elements in the decision-making process) for building that personal relationship with each source.

For both U.S. PVOs and indigenous groups, this people-to-people process should be two-pronged. It should be directed, on the one hand, to individuals at the U.S. headquarters. On the other, it should be directed to funding source representatives who are based or travel overseas.

U.S. PVOs should use their field staff as a natural link to grant-making personnel overseas. All of a PVO's program people in the field are potential fund raisers and any grant that enables PVO personnel to travel or be based in Latin America, Africa, the Middle East or Asia should be maximized by establishing a good communications network with potential funding sources.

At the same time, indigenous PVOs can initiate the U.S. side of the communications network. Some of the sources described here make travel grants to individuals for conferences and training programs in the U.S. These travel grants can be used to additional advantage by making personal appointments with funding sources in the U.S.

The bulletin also tells you the types of grants a source has available. If a funding source makes grants for research, it may be possible to obtain a research grant to gather data you may need to develop a good project. Or if your project includes both research and training, you might apply for a grant to cover the research component from one source, and the training component from another.

This bulletin gives you the basic information you need to approach a funding source and emphasize how your program helps that source meet its own objectives. Without changing your program, it is important to tailor personal communication and written proposals to a funding source's interests.

### PROPOSALS

To the degree that each funding source is specific about its interests and policies, we have included the information here. In some cases, we have also included some key elements which should be included in a proposal to the source.

In general, the following guide can be used as the basis for development of project proposals:

- A. Summary: Give the funding source a short summary (one or two pages) with a clear, concise statement of the proposed program. The summary should serve to interest the reader in knowing more about the proposed project.
- B. Statement of the Problem or Need which the project addresses: It is vital to demonstrate that the need has been expressed by the people who will benefit from the project. This is particularly important for U.S.-based organizations, to assure the funding source that their project is not being imposed but rather emanates from local in-country concerns.
- C. Objectives of the Project: (What is to be accomplished). Objectives should be attainable and measurable.
- D. Project Background: Historical and demographic information about the country/region where the project is located (population, income, economy base, education, health and nutrition factors, roles and status of women). The background is the rationale for the project. This kind of information is particularly important in applying to smaller foundations which cannot maintain the staff capacity to visit each project in the field and to have expertise in all geographic areas and development problems.
- E. Beneficiaries: Who will benefit from the project (target population). Of special importance here is how the beneficiaries are involved in the planning and implementation of the proposed project.
- F. Relationship of the Project to other activities in the area and to similar projects elsewhere: Funding sources want to know what else is being done which complements and strengthens the proposed project. Also, it is important to show that your project design makes use of previous experience from other projects and that it does not duplicate an existing effort. Finally, the fact that a project might be replicated elsewhere makes it more attractive to funding sources.

- G. Techniques: How the objectives will be accomplished (such as training, data collection and dissemination, low-cost loans, etc.)
- H. Work Plan: A step-by-step description of how the project will be implemented, including time frame.
- I. Evaluation Plan: How the organization will determine if the objectives have been accomplished, and then share this information with the funding source. This should be worked out individually with each funding source.
- J. Description of the Organization: including (a) what makes the organization particularly qualified to do the project; and (b) a statement of the expertise and experience of key individuals responsible for carrying out the project.
- K. Detailed, Realistic Budget: All costs directly related to the project (staff salaries, consultants, travel, equipment and supplies, printing, postage, telephone and telegraph, rent and possibly overhead).
- L. A statement of the amount of funds being requested from the funding source: This is often worked out during written and oral communications with the funding source prior to actual submission of the full written proposal.
- M. Other contributions to the project: This includes other funding sources and in-kind contributions. Having the interest and commitment of one funding source can often serve as leverage to convince another to support the project. Also, U.S. funding sources consider local contributions to a project (financial and in-kind) important.

In addition to the above guide, a fair generalization is that funding sources are increasingly concerned that projects are initiated locally and will eventually be locally controlled and supported. A good fund raising technique is to include a representative of the beneficiary group at some point in the discussions with funding sources.

### Nonprofit, Tax-Exempt Status

When U.S. foundations make grants to private organizations, it is generally to those which are nonprofit and tax-exempt. For U.S. groups, this means they have a special tax-exempt status from the United States Internal Revenue Service (I.R.S.). Organizations based in other countries might obtain tax-exempt status from I.R.S., though most foundations will accept the equivalent status in the organization's home country.

The same applies to grants from U.S. corporations (and corporate foundations), since companies receive a tax deduction on their U.S. federal income taxes for contributions made to nonprofit, tax-exempt organizations.

The United States I.R.S. status is called "501 (c) 3", and may be obtained by filing form 1023 with the U.S. Internal Revenue Service. In order to qualify, an organization must be able to document that its activities are "charitable, religious, educational, scientific or literary in nature". It must also provide financial information showing that its operations are not-for-profit (in other words, all monies received by the organization are used to pay its staff salaries and carry out its stated purposes, and none are distributed to its board, staff or members as profits).

I.R.S. Form 1023 and further information on filing for 501 (c) 3 status may be obtained by writing:

The Internal Revenue Service  
EP/EO Division P.O. Box 13163  
Technical and Service Staff  
Baltimore, Maryland 21203  
U.S.A.

Organizations should also request, from the above address, I.R.S. publication #57, How to Apply for Recognition for an Organization. The publication is free of charge, and describes in detail the U.S. regulations governing 501 (c) 3 status.

### OTHER RESOURCES FOR INFORMATION ABOUT FUNDING SOURCES

Most grant-making organizations publish annual reports and other informational brochures about their interests and activities. These are valuable resources, and can be obtained free of charge by writing directly to the funding source.

In the United States, the Foundation Center publishes and sells excellent reference books about the grant-making of U.S. foundations. The Foundation Center also operates its own libraries (open to the public) in New York; Washington, D.C.; Chicago, Illinois; Cleveland, Ohio and San Francisco, California. In addition, public and university libraries around the country maintain collections of the Foundation Center's reference books. For information about these books and addresses of libraries, write to the Foundation Center, 888 Seventh Avenue, New York, New York 10019, Telephone: (212) 975-1120.

Another information resource about U.S. funding sources is the Taft Corporation. Taft publishes and sells reference books about U.S. foundations and corporations, as well as a newsletter about fund raising. For further information, write to Taft Corporation, 1000 Vermont Avenue, N.W., Washington, D.C. 20005.

Foundation News, a bi-monthly journal of philanthropy published by the Council on Foundations, (888 Seventh Avenue, New York, New York 10010), has had two articles of particular interest for international grant-making:

"Foreign Giving and Foundations" by Patrick W. Kennedy, Volume 18, Number 6, November/December 1977.

"Overseas Grant Making: What the Regulations Say" by Howard R. Dressner and Sheila Avrin McLean, Volume 17, Number 4, July/August 1976.

The Grantsmanship Center (1015 West Olympic Boulevard, Los Angeles, California 90015) offers training programs and a bi-monthly magazine, the Grantsmanship Center News, which offers articles on a broad range of fund-raising issues.

THE ASIA FOUNDATION  
550 Kearny Street  
San Francisco, California 94108  
(mailing address: P.O. Box 3223, San Francisco 94119)  
(415) 982-4640

KEY PEOPLE: Mr. Haydn Williams, President  
Mr. Robert S. Schwantes, Vice President for Programs  
(Both in the San Francisco Head Office.)

Ms. Edith S. Coliver, Director, Social Action & Communication  
(Ms. Coliver is the key women in development coordinator based  
in San Francisco.)

Mr. Allen C. Choate, Representative in Washington, D.C.  
(2301 E Street, N.W., Suite 713, Washington, D.C. 20037)

See list of country offices and representatives at the end of  
this section.

PRIMARY ISSUE INTERESTS: Leadership training, health, population, food  
and nutrition, vocational training, income  
generation, research, strengthening voluntary  
organizations. Encouraging effective ex-  
change of ideas between Asians and Americans.

GEOGRAPHIC INTERESTS: ASIA: Afghanistan, Bangladesh, Republic of  
China, Hong Kong, Indonesia, Japan, Korea,  
Malaysia, Singapore, Pakistan, The Philippines,  
Thailand. On occasion, the Asia Foundation  
funds the participation of women from other  
Asian countries in international conferences/  
workshops.

WOMEN IN DEVELOPMENT FOCUS: The Asia Foundation has a history of strong  
interest in women's projects, granting to date  
more than four million dollars to provide  
women with managerial and professional exper-  
ience, to strengthen organizations through  
which women can express themselves and accom-  
plish specific nation-building tasks, and to  
help women play a vital role in integrated  
urban and rural development.

TYPES OF GRANTS: Operational projects, training, scholarships  
and fellowships (including internships in U.S.  
voluntary organizations for Asian women leaders),  
research, conference and workshop participation.

THE ASIA FOUNDATION  
(Continued)

GRANT-MAKING POLICIES:

The Asia Foundation responds to locally initiated projects in Asia in which women are involved in both the conceptualization and implementation.

It looks closely at what other sources of support are available, and what indigenous resources are being utilized.

The Foundation does not generally support continuing programs year after year.

Most grants are made directly to Asian organizations and institutions. These should contact the Asia Foundation representative in their country (see list of representatives below), who reviews all proposals and makes grant decisions.

U.S. PVOs should contact Edith S. Coliver in San Francisco (see address below). A limited number of grants are approved from her budget for work by U.S. PVOs in Asia, and for exchange programs in the U.S. with Asian women. U.S. organizations should be able to show strong local Asian in-country interest, trust and support of the proposed project.

While the Asia Foundation makes grants as large as \$20,000 to \$100,000 (often for more than a one-year period), most grants are under \$10,000, with many \$2,000 or \$3,000 grants to enable Asian women to participate in training workshops or conferences.

Proposals are reviewed periodically throughout the year. Smaller grants (under \$5,000), may sometimes be considered within one month of submission. Larger grants require three months to a year for review.

LEVEL OF FUNDING:

Total 1977 funding: \$6,776,164

Country totals (1977):

Afghanistan	\$167,824
Bangladesh	215,707
Republic of China	224,285
Hong Kong	139,363
Indonesia	414,907

THE ASIA FOUNDATION  
(Continued)

Japan	\$254,466
Korea	238,973
Malaysia	222,169
Singapore	170,910
Pakistan	248,824
Philippines	203,120
Thailand	260,228

SAMPLE GRANTS (1976):

Thai Medical Women's Association. To improve health and family planning services in rural areas through programs in leadership, nutrition guidance, health and family planning for villagers. \$1,970

Girl Guides Association, Thailand. For Rural Development Program for Women. Support for instructors, local travel and other costs to increase the participation of women in rural development. \$21,011

Population Center Foundation, Philippines. To extend the outreach of family-planning programs through the training of mid-wives. \$7,595

Indonesia. Support participation of a leader of Aisyiyah Islamic Women's Association in an international women's seminar in Pakistan. \$1,146

Consumers' Association of Penang, Malaysia. To support a rural consumer-education program emphasizing food, nutrition and child care. \$11,867

Singapore National Council of Women. To assist its President to study women's organizations and their community programs in the U.S. \$2,999

International Seminar on Women's Participation in Development, Pakistan. A grant to enable representatives of 125 non-governmental Pakistani women's groups to attend; to provide publications to seminar organizers; to support attendance of a senior official of Pakistan's Ministry of Health, Labor and Population Planning at a U.S. seminar on the role of women in development; and to sponsor specialized training in home economics in the U.S. \$27,524

THE ASIA FOUNDATION  
(Continued)

Family Welfare Visitors Training Program of the Kumudini Welfare Trust of Bangladesh. To train women paramedical personnel in methods of providing community health services. \$9,127

Afghan Women's Institute, Afghanistan. To encourage improvement of the status of Afghan women by enabling a representative of the Institute to attend an International Voluntarism Conference in the U.S. and by assisting the Institute's educational and rural outreach. \$33,001

Pusan Women's College, Korea. To study the feasibility of establishing improved day-care centers in rural farming areas to free women for work on the farms. \$1,307

Institute for Social Action in Taipei, Taiwan. To improve employment opportunities for aboriginal women within their villages through training. \$3,204.

Overseas Education Fund of the League of Women Voters, Washington, D.C. To enable its Asian representative to help upgrade organizational and management capabilities of Indonesian national women's organizations. \$7,500

FIELD OFFICES:

(Address individuals as Representative, The Asia Foundation)

AFGHANISTAN:	Mr. Joel W. Scarborough P. O. Box 257 Kabul, Afghanistan Telephone: 22409
BANGLADESH:	Mr. James M. Dillard G.P.O. Box 666 Dacca, Bangladesh Telephone: 31-6095 31-5922
HONG KONG:	Mr. Frank E. Dines c/o The Asia Foundation No.42, Chien Kuo North Road Taipei 104, Taiwan Republic of China Telephone: 521-1174 (Taipei) 521-1175 (Taipei)

*THE ASIA FOUNDATION*  
*(continued)*

INDONESIA

Mr. Russell H. Betts  
Jl. Darmawagsa Raya 50  
Kebayoran Baru  
Jakarta Selatan, Indonesia  
Telephone: 772674, 772683

JAPAN

Mr. James L. Stewart  
13-4 Shirokanedai 5-Chome  
Minato-Ku  
Tokyo 108, Japan  
Telephone: 441-8291, 92, 93

KOREA

Mr. Benjamin J. Kremenak  
Gwang Wha Moon  
P.O. Box 738  
Seoul 110, Korea

Street Address:  
333-52 Shindang-dong  
Chung-ku  
Telephone: 52-2615, 52-2793

MALAYSIA:

Mr. Lawrence T. Forman  
Flat No. 197-7 Jalan Ampang  
Kuala Lumpur, 16-03  
Malaysia  
Telephone: 24-353

PAKISTAN

Mr. Richard L. Hendrickson  
P.O. Box 1165  
Islamabad, Pakistan

Street address:  
No. 4, Seventh Street  
Shalimar 6 (458, F-6/3)  
Islamabad, Pakistan  
Telephone: 20507, 20508

PHILIPPINES

Mr. Julio A. Andrews  
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Manila, Philippines

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Plywood Industries Bldg.  
Corner T.M. Kalaw and  
A.A. Mabini Streets  
Ermita, Manila  
Telephone: 58-26-18, 58-26-28

REPUBLIC OF CHINA

Mr. Frank E. Dines  
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SINGAPORE

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THAILAND

Mr. John E. James  
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Bangkok 5, Thailand

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Bangkok 5, Thailand  
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CARNEGIE CORPORATION OF NEW YORK  
437 Madison Avenue  
New York, New York 10022  
(212) 371-3200

KEY PEOPLE: Mr. David R. Hood, Director, Commonwealth Program  
Ms. Kristin Anderson, Program Associate, Commonwealth Program

PRIMARY ISSUE INTERESTS: Leadership development, changing roles of women,  
regional and international communications.

GEOGRAPHIC INTERESTS: British Commonwealth countries, with South Africa,  
the Caribbean and the South Pacific highest  
priority.

WOMEN IN DEVELOPMENT FOCUS: Carnegie places strong emphasis on development  
of leadership skills and enhancement of economic  
roles of women. In 1978, approximately one-third  
of the Commonwealth Program budget will be appro-  
priated for women's projects. This equals about  
\$300,000 for women's projects.

TYPES OF GRANTS: For operational projects (often seed-funding),  
training, travel expenses. Generally, research  
is funded only as part of action-oriented projects.

GRANT-MAKING POLICIES: Carnegie looks for strong indication of local  
interest and initiative in the projects it funds.  
Thus, Carnegie usually funds women's organiza-  
tions in Commonwealth countries directly, rather  
than funding U.S.-based PVO's working in those  
countries.

Most grants go to organizations which have an  
affiliation with their governments or at least a  
fairly broad constituency of women's groups in  
their country/region.

Carnegie has a small but highly professional  
staff based in New York which reviews proposals  
and communicates with grant-seeking organiza-  
tions. While there is no field personnel,  
Carnegie staff do travel periodically to  
assess possible project grants and stay in  
touch with needs in the field.

CARNEGIE CORPORATION OF NEW YORK  
(Continued)

Proposals may be submitted any time of the year. Organizations may prefer to initially submit a two to three page summary of the project idea, rather than a full proposal. If it falls within Carnegie's interests, staff will request a full proposal.

Grant decisions under \$15,000 are sometimes made in as little as two months, particularly for groups with which Carnegie is already familiar. For groups new to Carnegie, and grants above \$15,000, the grant review process may take as long as six months to a year.

Carnegie has limited resources, and feels it can have the greatest impact by making small, facilitative grants. It often funds pilot projects. It does not fund an organization year after year. Applying organizations should show how they plan to support the proposed program after Carnegie's grant terminates.

LEVEL OF FUNDING:

The Commonwealth Program receives 7.4% of Carnegie's total annual grant disbursements. In 1978 this will be approximately \$925,000.

About one-third, or \$300,000 of this will go to women's projects in Commonwealth countries in 1978.

Grants range from about \$6,000 (a year) to \$100,000 (over two or three years).

SAMPLE GRANTS:

National Council of Women of Kenya. For an executive officer to coordinate the Council's programs and an editor/public information officer. (Beginning 1976) \$68,000 for 3 years.

Jamaica Women's Bureau. For two project development officers to develop income-generating projects with rural women. (1977) \$15,000 for one year.

Regional Center for the Caribbean, through the University of the West Indies. To assist the Steering Committee in planning and setting up the Regional Center, producing and publishing

CARNEGIE CORPORATION OF NEW YORK  
(Continued)

reports from the June 1977 Conference on Integrating Women Into the Economic Development of the Caribbean Area, and for a preliminary survey of existing research on women in the Caribbean. (1977) \$15,000 for one year.

Pilot Women's Bureau in Rhodesia. To set up the Bureau and do research on needs of women as a basis for Bureau programs. (1977) \$60,000 for one year.

World Education, New York City. For travel costs of adult education project leaders from Ghana and Sierra Leone to help them do a needs assessment and attend an evaluation seminar. (1977) \$6,250.

International Cooperative Alliance, London, England. For travel costs of resource people for a seminar in Mombasa, Kenya for African women on cooperatives. (1977) \$7,750.

THE FORD FOUNDATION  
320 East 43rd Street  
New York, New York 10017  
(212) 573-5000

KEY PEOPLE: Mr. David E. Bell, Vice President, International Division

Regional Office Heads in New York and Representatives in the field  
(see list at end of this section)

Ms. Elinor Barber/New York ) Special responsibility for women  
Ms. Adrienne Germain/New York) in development projects

PRIMARY ISSUE INTERESTS: Broad areas of population, education, agriculture,  
and planning and administration of development  
programs, with strong emphasis on "capacity  
building".

GEOGRAPHIC INTERESTS: Asia, Middle East, Africa, Latin America

WOMEN IN DEVELOPMENT FOCUS: The Ford Foundation has taken a leadership role  
among U.S. foundations in assessing the needs of  
women, and making grants to women in development  
projects (primarily in research and training).  
An in-house committee of Ford Foundation staff  
has encouraged strong attention to the problems  
of women in developing countries, with special  
concern for research and action projects focus-  
ing on productive activity of rural women, the  
manifestations of sex differences in education  
and the problems of eliminating sex biases from  
national data collections.

All staff are, in principle, concerned with meet-  
ing the needs of women in developing countries.  
Two staff members have special responsibility in  
this area.

Elinor Barber provides Ford Foundation headquar-  
ters' liaison for women in development projects;  
Adrienne Germain travels frequently overseas to  
assess projects and work with Ford's field offices.

TYPES OF GRANTS: Major emphasis is on developing analytic capacity  
as the "bricks and mortar" of development pro-  
grams. Such grants support exploration of al-  
ternative solutions to problems and consequences

THE FORD FOUNDATION  
(Continued)

of change, toward making development programs more effective. Sometimes these grants are made to individuals through research competitions.

Grants are often made for education and training. Grants are also made for model or demonstration projects. Grants go to foreign governments (such as a Ministry of Agriculture), universities and other institutions, private voluntary organizations, and individuals.

GRANT-MAKING POLICIES:

The Ford Foundation's International Division in New York is divided into regional offices, in addition to an office on population. Ford also has 13 field offices. (See list of these offices and key people at the end of this section.)

Development projects of U.S. PVOs and indigenous groups and individuals overseas must be submitted to the Ford field office in the country or region where the project is located. The field office must approve the project proposal. It is then sent to the New York office which gives final approval of all Ford grants. The New York office will generally approve, within the limits of a country office's budget, grants which are submitted and supported by its field office.

Ford grants are usually the product of dialogue between Foundation staff and the applying organization. Ford's staff are highly trained professionals, with experience in research and design of different approaches to development problems, and knowledge of local culture and concerns in the countries where they work.

Each field office defines its country program around local concerns within the broad areas of population, education, and agriculture. Therefore, it is important for grant-seeking organizations to familiarize themselves with the specific interests of the field office and representative to whom they are applying, and to develop their proposals on that basis.

U.S. PVOs which receive support generally work with the Ford field office, as well as establish good communications with the corresponding

*THE FORD FOUNDATION*  
*(Continued)*

geographic (or population) staff in the New York office. For women-specific projects, field and headquarters staff often seek the advice and input of Adrienne Germain and Elinor Barber, so they should be included in the communications network.

Ford staff are highly conscious of the need to build on existing experience in seeking solutions to development problems. They look closely at proposed new projects to determine whether the organization is cognizant of related activities, makes use of existing resources, and avoids duplication of effort. On occasion, they call on an outside expert consultant to help review proposals.

Successful proposals will speak clearly to the above considerations, in addition to demonstrating the organization's technical capabilities to accomplish the stated objectives. Proposals should also include a realistic budget and time frame.

The process of establishing dialogue and refining a final grant proposal takes varying periods of time, but normally at least a few months. Small grants to individuals may be approved more quickly.

Grant decisions are made continually throughout the year. Research competitions do have application deadlines and specific time frames for review and decision-making.

**LEVEL OF FUNDING:**

Total international grants in 1977: \$43,215,568.

Total Ford Foundation grants, domestically and internationally in 1977: \$93,445,371.

There is a wide range of grants, with few below \$2,000 or above \$300,000.

**SAMPLE GRANTS:**

Colombian Association for the Study of Population, Bogota, Colombia. To study women's status in their families, legal systems, and other key areas, and to examine how changes in women's status affect fertility rates and political participation.  
(1976) \$110,000

THE FORD FOUNDATION  
(Continued)

Jamaica Women's Bureau. To provide a program of services to rural Jamaican women. (1977) \$9,050

Ministry of Agriculture, People's Republic of Bangladesh. To support a special unit of the Ministry in undertaking research on the roles of women in the agriculture of Bangladesh. (1977) \$220,000

Population Center Foundation, Inc., The Philippines. To support a research project entitled "Female Work Experience and Fertility in The Philippines" to be conducted at the Research Institute for Mindanao Culture of Xavier University. (1977) \$20,300

University of Dar es Salaam, Tanzania. To support master degree fellowships for Tanzanian women. (1977) \$105,000

National Christian Council of Kenya. For a conference on the participation of women in Kenyan society. (1977) \$1,072

REGIONAL OFFICE HEADS OF  
INTERNATIONAL DIVISION  
IN NEW YORK:

Asia and the Pacific  
Mr. John Bresnan, Head

Middle East and Africa  
Mr. William D. Charmichael, Head

Latin America and the Caribbean  
Mr. James R. Himes, Head

Population  
Mr. Oscar Harkavy, Officer in Charge

European and International Affairs  
Mr. Francis X. Sutton, Officer in Charge

FIELD OFFICES AND  
REPRESENTATIVES:

Mr. James Gardner  
The Ford Foundation  
Caixa Postal 49-ZC-00  
Rio de Janeiro, G.B.  
Brazil

Mr. Eugene Staples  
The Ford Foundation  
55 Lodi Estate  
New Delhi  
India

*THE FORD FOUNDATION*  
*(Continued)*

Mr. Richard Dye  
The Ford Foundation  
Apartado Aereo 25986  
Bogota  
Colombia

Mr. Peter Cleaves  
The Ford Foundation  
Alejandra, Dumas #42  
Polanco, Mexico 5, D.F.  
Mexico

Mr. Carl Green  
The Ford Foundation  
11-1 Higashi gotanda  
5-chome  
Sinhagawa-Ku, Tokyo  
Japan

Mr. Robert Drysdale  
The Ford Foundation  
P.O. Box 3268  
Lagos  
Nigeria

Mr. David Smock  
The Ford Foundation  
P.O. Box 1081  
Nairobi  
Republic of Kenya

Mr. John Cool  
The Ford Foundation  
P.O. Box 1043  
Islamabad  
Pakistan

Mr. Theodore M. Smith  
The Ford Foundation  
P.O. Box 2030  
Taman Kebon Sirih 1/4  
Jakarta, Indonesia

Mr. Peter Geithner  
The Ford Foundation  
P. O. Box 436  
Bangkok  
Thailand

Mr. Ozzie Simmons  
The Ford Foundation  
M.C.C. P.O. Box 740  
Makati, Razal D-708  
The Philippines

Mr. Guillaume de  
Spoelberch  
The Ford Foundation  
P.O. Box 2344  
Cairo  
United Arab Republic

Mr. William Fuller  
The Ford Foundation  
P.O. Box 98  
Ramna, Dacca 2  
Bangladesh

JOHNSON FOUNDATION  
P.O. Box 547  
Racine, Wisconsin 53401  
(414) 639-3211

KEY PEOPLE: Mr. Leslie Paffrath, President  
Mrs. Rita Goodman, Vice President-Area Programs

PRIMARY ISSUE INTERESTS: International affairs, including development, women in development, U.S. Foreign Policy, United Nations, arms control and disarmament. Also U.S. domestic affairs.

GEOGRAPHIC INTERESTS: Worldwide

WOMEN IN DEVELOPMENT FOCUS: Women in Development is a major concern of the Johnson Foundation within its interest in development issues.

TYPES OF GRANTS: The Johnson Foundation is an "operating" foundation. Its primary work is to plan and carry out conferences at the Foundation's Wingspread Conference Center in Racine, Wisconsin. It provides a forum for the exchange of ideas and development of creative solutions to problems.

For the conferences it supports, the Johnson Foundation usually provides the conference center and meals. It may, on occasion, meet the cost of lodging and travel for key participants who could not otherwise attend the conference. The Johnson Foundation does not provide funds for staff or overhead costs of organizations.

Most Wingspread meetings are small two or three day meetings of experts (under 35 persons). Wingspread is not usually available for training sessions, retreats or conferences involving only one individual organization.

GRANT-MAKING POLICIES: Organizations wishing to hold a conference at Wingspread should send a letter to Mr. Paffrath, the President, with the following information:

- a statement of purpose for the conference;

JOHNSON FOUNDATION  
(Continued)

- identification of convening organizations;
- planned procedure for carrying out the conference;
- suggested duration of the conference (Wingspread conferences are generally two to three days duration);
- estimated number of conference participants;
- estimated budget;
- indication of support received or expected from other sources.

It is advisable to submit conference proposals several months in advance of the proposed conference date to allow Foundation staff adequate time to consider proposals and communicate with the proposing organization.

Personal interviews will not be scheduled unless Johnson Foundation staff has ascertained interest on the part of the Foundation in the proposed conference.

While the Johnson Foundation's interests are worldwide, for the most part the conferences it supports involve a U.S.-based organization because of the difficulties in communicating personally with overseas groups. The Johnson Foundation has a small staff in Racine which reviews proposals and assists in planning Wingspread conferences. It has no offices overseas, and cannot travel to communicate with groups in other countries.

While most conferences are conducted in English, it is possible to secure simultaneous translation equipment if absolutely necessary to conduct the conference.

LEVEL OF FUNDING:

About \$380,000 annually for approximately 100 conferences. Direct conference expenses which the Johnson Foundation underwrites usually average from \$3,000 to \$7,000.

*JOHNSON FOUNDATION  
(Continued)*

**SAMPLE GRANTS:**

Workshop on Women and Development, convened by  
the Center for Research and Development,  
Wellesley College. (June 1976) \$8,000

Conference on International Development, con-  
vened by the League of Women Voters Education  
Fund. (February 1976) \$6,700

CHARLES F. KETTERING FOUNDATION  
5335 Far Hills Avenue  
Dayton, Ohio 45429  
(513) 434-7300

KEY PEOPLE: Mr. Phillips B. Ruopp, Vice President for Social Sciences  
(includes responsibility for international affairs)

PRIMARY ISSUE INTERESTS: Design ways to educate U.S. citizens about developing countries, including the roles of women, toward greater communication and understanding across national boundaries, and greater citizen involvement in foreign policy decision-making.

GEOGRAPHIC INTERESTS: Worldwide

WOMEN IN DEVELOPMENT FOCUS: There is a natural interest in the roles of women in the development process, as part of Kettering's overall emphasis on education in the U.S. about developing countries.

TYPES OF GRANTS: Research, planning, evaluation, operational projects, collaborative efforts with non-profit organizations, as well as private foundations, industry, government and individuals. Most financial support in the near future will be in the form of funding for consultants and travel expenses to facilitate planning and operation of community education projects about developing countries.

GRANT-MAKING POLICIES: The foundation has developed a great deal of expertise over the past several years about techniques of increasing U.S. citizen understanding and awareness about international issues. It makes this expertise available to organizations, through Kettering staff and consultants, and works closely with groups through the entire process of designing community education programs.

The process may be ongoing over a period of a year, and often longer, during which time the Foundation may make one or more grants to facilitate planning, development and evaluation.

CHARLES F. KETTERING FOUNDATION  
(Continued)

Continuing discussions and exchange of ideas with foundation personnel are key to obtaining Kettering Foundation support.

Following the interests of the Foundation's donor (Charles F. Kettering) in searching for creative solutions to problems, the Kettering Foundation looks toward programs with both new, innovative approaches, and a good evaluation component to measure impact.

Grants are generally to U.S. institutions.

LEVEL OF FUNDING:

Total grants for 1977: \$5,634,255

Grants for international activities (1977):  
\$634,296

SAMPLE GRANTS:

YMCA. To plan a pilot project on the international relations of communities in cooperation with Merston Center, Ohio State University.  
\$23,933

Overseas Education Fund of the League of Women Voters, Washington, D.C. To support planning and evaluation of a community education program on the role of women in development.  
\$15,253

Massachusetts Institute of Technology. To study the role of the private sector in long-range foreign policy planning. \$10,000

Woodrow Wilson International Center for Scholars. To co-sponsor research and conferences on inter-American relations. \$16,500

Oxfam-America, Boston, Massachusetts. To develop an international dimension in existing, locally-focused organizations. \$7,500

W. K. KELLOGG FOUNDATION  
400 North Avenue  
Battle Creek, Michigan 49016  
(616) 965-1221

KEY PEOPLE: Mr. Edward P. Sickmiller, Secretary

PRIMARY ISSUE INTERESTS: Health, Nutrition, Agriculture, Education  
(primarily post-secondary).

GEOGRAPHIC INTERESTS: Latin America, with current (1978) emphasis  
on Central America, Brazil, Colombia and Mexico,  
although the Foundation will consider proposals  
from other Latin American countries.

WOMEN IN DEVELOPMENT FOCUS: None in particular.

TYPES OF GRANTS: Pilot projects which apply existing knowledge to  
solutions of problems in health, agriculture and  
education. Also fellowships.

GRANT-MAKING POLICIES: The Kellogg Foundation is currently funding Latin  
American organizations directly, with little fund-  
ing of U.S. institutions working in Latin America.

Organizations should send a preliminary letter to  
Mr. Edward P. Sickmiller, Secretary of the Founda-  
tion, (in Battle Creek, Michigan), briefly describ-  
ing the project and budget. If the project falls  
within Kellogg's interests, Kellogg staff will  
communicate further with the organization about  
any additional information needed.

One of Kellogg's senior staff members, Dr. Mario  
Chaves, travels frequently in Latin America to  
assess project proposals and evaluate ongoing  
projects.

Kellogg's project review process normally takes  
from six months to a year.

W. K. KELLOGG FOUNDATION  
(continued)

Kellogg is particularly interested in pilot projects which show broad community involvement and utilize local resources.

In the case of health projects, it prefers to fund programs which integrate the existing health services/resources in a community.

Proposals should demonstrate how support of the project will gradually be taken over by the grantee.

Most Kellogg grants are for three years.

Proposals should be in English.

LEVEL OF FUNDING:

(1977) \$38,115,356 (U.S., Canada, Latin America, Europe, Australia)

Latin America (1977):	\$3,584,159
Agriculture	\$650,838
Education	\$3,354
Health	\$2,929,967

SAMPLE GRANTS:

National 4-S Foundation of San Jose, Costa Rica.  
To aid the Inter-American Rural Youth Advisory Council in developing rural youth programs.  
(1975 - 3-1/2 yrs) \$165,200

Pan American Health and Education Foundation,  
Washington, D.C.  
- To improve educational programs for Latin American nursing schools. (1974 - 3 years)  
\$139,000

W. K. KELLOGG FOUNDATION  
(continued)

- To improve instructional processes in the health professions in Latin America. (1976 - 4 years) \$795,000
- To improve health administration education in Latin America. (1976 - 1 year) \$107,500

Santo Andre Child Care Foundation, Brazil.  
To implement maternal and child health care.  
(1976 - 3 years) \$260,000

International Planned Parenthood Federation -  
Western Hemisphere Region, New York City.

- For Latin American family planning. (1972 - 3 years) \$300,000
- To incorporate family life education into primary and secondary school curricula in Latin America. (1976 - 3 years) \$272,050

Institute of Nutrition of Central America and  
Panama (INCAP), Guatemala City.

- For technical assistance to applied nutrition projects in member countries. (1972 - 5 years) \$596,215
- For improved educational and advisory services in human nutrition and food sciences and technology. (1975 - 4 years) \$1,066,729
- To restore buildings and replace equipment damaged by earthquake in Guatemala. (1975 - 4 years) \$125,000

THE HENRY LUCE FOUNDATION, INC.  
111 West 50th Street  
New York, New York 10020  
(212) 498-7700

KEY PEOPLE: Ms. Martha R. Wallace, Vice President and Executive Director  
Mr. Robert E. Armstrong, Vice President and Program Director

PRIMARY ISSUE INTERESTS: Improved understanding between Asians and Americans.

GEOGRAPHIC INTERESTS: East and Southeast Asia

WOMEN IN DEVELOPMENT FOCUS: While the Luce Foundation has no special emphasis on women's programming, its grant-making has demonstrated an interest in the roles of Asian women in development.

TYPES OF GRANTS: A very limited number of program grants are made yearly to U.S. or Asian organizations and institutions to increase communication and understanding between the U.S. and Asia. These grants are for operational programs and workshop participants.

GRANT-MAKING POLICIES: Program grants usually go to fairly established organizations and institutions with which Luce officials are familiar over a period of time. Thus, Luce grants are often the product of ongoing rapport and mutual interest between Luce and the recipient group.

While submission of a written proposal (in English) is necessary for grant approval, because Luce Foundation funds are so limited, organizations are advised to first establish, through a short letter or personal conversation with Luce staff, whether the Foundation can consider a grant request for a particular project.

Grant decisions take from three to eight months for approval.

LEVEL OF FUNDING: Total funding: (1977) \$3,326,606  
Asian Affairs program grants: (1977) \$80,500

*THE HENRY LUCE FOUNDATION, INC.*  
*(continued)*

SAMPLE GRANTS:

Oyerseas Education Fund of The League of Women Voters, Washington, D.C. Partial support for a seminar on development in Sarawak, Malaysia, in cooperation with the Sarawak Federation of Women's Institutes, for representatives of women's voluntary organizations. (1976) \$15,000

Virginia Gildersleeve International Fund for University Women, Inc., New York. To defray expenses of leading Asian women participants in a Pacific Basin conference on the effect of cultural differences in defining the role of women. (1977) \$8,000

United Board of Christian Higher Education in Asia. For a management workshop in Hong Kong for educational administrators from all parts of Asia. (1977) \$12,000

National Education Commission of Thailand. To enable the Commission to participate in a multi-country study of education and development, under the auspices of the International Council for Educational Development. (1977) \$10,000

*PUBLIC WELFARE FOUNDATION  
2600 Virginia Avenue, N.W.  
Washington, D.C. 20037  
(202) 965-1800*

KEY PEOPLE: Mr. Glen Ihrig, Executive Director

PRIMARY ISSUE INTERESTS: Education (formal and non-formal), health (public health), welfare (child care, community development, environment, rehabilitation, legal aid). Population has been a long-standing interest, though Public Welfare has cut back in this area in recent years due to increased funding from other foundations and the U.S. Government. Also Relief and Emergency grants.

GEOGRAPHIC INTERESTS: Latin America, Asia, Africa, Middle East. Most overseas grants have gone to Latin American countries, not because of any priority on the Foundation's part, but rather because of the closeness in proximity and, therefore, more easy access of Latin American groups to the Washington, D.C.-based foundation.

WOMEN IN DEVELOPMENT FOCUS: None, in particular. Public Welfare Foundation is interested in programs impacting on both men and women. It would welcome proposals which meet the needs of women, though the most important criteria are the primary issue interests listed above, rather than women as beneficiaries specifically.

TYPES OF GRANTS: Mostly to operational projects (actual implementation of services) which show tangible results. Likes to fund demonstration projects which can show potential for future outside funding. Sometimes provides emergency funding to fill a temporary gap in a project's funding.

GRANT-MAKING POLICIES: The Foundation has a small staff with responsibility for reviewing all proposals and interacting with organizations. Because of its limited time to assess each proposal, the Foundation is more likely to fund those proposals which fully demonstrate the problem, proposed solution, technical expertise an organization offers, relationship to the local government involved, and an

*PUBLIC WELFARE FOUNDATION*  
*(Continued)*

indication that the Foundation's dollars are actually going to reach the intended beneficiaries.

Public Welfare Foundation prefers to do preliminary screening through written summaries and telephone conversations, reserving personal meetings for those proposals which seem to fit the Foundation's giving pattern.

It is often helpful for organizations based outside the United States to have someone in the U.S. communicating with the Foundation on their behalf (i.e., an organization or individual in the U.S. to answer questions and generally promote the proposal with Public Welfare Foundation in the proposing organization's absence).

All correspondence should be in English.

The Foundation's Board of Directors meets four times a year to consider proposals. While the Board will not approve projects falling outside the Foundation's giving policies, an organization's chance for approval may be enhanced if it is known to one or more of the Public Welfare Board members.

LEVEL OF FUNDING:

Total international grants (1977): \$339,650  
Total grants (1977): \$1,499,720  
Grants generally range from \$1,000 to \$25,000.

SAMPLE GRANTS:

Acción International, Cambridge, Massachusetts.  
To provide technical assistance, and particularly establish bank credit for women small business owners in poor urban areas of Bahia, Brazil.  
(1977) \$12,500

Chol Chol Foundation, Washington, D.C. and Chile.  
To establish a mini-farm program in Chile which will provide agricultural education and training for children of the Mapuche Indians in 20 rural schools. (1977) \$10,000

International Rescue Committee, Inc., New York.  
For a rural paramedic training program in Thailand's refugee camps to assist doctors in serving the health needs of Indochinese refugees. (1977)  
\$10,000

ROCKEFELLER BROTHERS FUND  
30 Rockefeller Plaza  
New York, New York 10020  
(212) 247-8135

KEY PEOPLE: Mr. Russell A. Phillips, Jr., Secretary, Board of Directors  
(Handles Asia Programming);  
Mr. William S. Moody, Program Associate (Responsible for Africa and Latin America);  
Ms. Michaela Walsh, Program Associate (Works with innovative programs which don't fit clear-cut Foundation "departments", and women's programs)

PRIMARY ISSUE INTERESTS: Rural Development (especially employment generation through small agricultural and non-agricultural business advancement and practical training); Environmental management of natural and wildland resources (especially management of wildland resources -- forest lands, parks and unallocated natural areas); International cooperation (relations between U.S., Japan, Mainland China and developing countries; international human rights/humanitarian assistance; economic management/technology transfer).

GEOGRAPHIC INTERESTS: Southern Africa, Central America, Caribbean, Far East

WOMEN IN DEVELOPMENT FOCUS: Through its interest in projects meeting basic needs of people in developing countries, RBF has a sensitivity to the needs of women, and is open to funding women's projects, though has made relatively few women-specific grants.

TYPES OF GRANTS: Emphasis on action projects that apply new ideas and test new methods.

GRANT-MAKING POLICIES: The approach of Rockefeller Brothers Fund is to concentrate on a small number of current problems and future needs and to cooperate whenever possible with other foundations and funding sources in making grants.

It funds both U.S.-based organizations and indigenous groups overseas.

ROCKEFELLER BROTHERS FUND  
(Continued)

Grant applications are reviewed by staff highly experienced in development projects. While Rockefeller Brothers Fund has no field offices, its staff travel regularly to the field. They will want to know how the project was initiated, and will particularly assess the project's applicability in light of expressed needs of people in the country/region involved.

Proposals must include purpose, description, background and feasibility, local involvement, future self-sufficiency, together with information about staff, board and budget.

Personal discussions with the staff both before and after submission of a proposal are a usual practice.

Grant applications may be made at any time during the year. Applications should allow three to six months from when initial contact is made to grant approval.

LEVEL OF FUNDING:

Total RBF program funding (1977): \$16,969,528  
International component (1977): \$ 1,449,875

SAMPLE GRANTS:

Overseas Education Fund of the League of Women Voters, Washington, D.C. For a project that engaged an effective multilingual woman to help Indonesian, Malaysian, Korean and Thai women's organizations develop practical projects to upgrade the participation of local women in the economic and social development of their countries. (1975-1977) \$25,000

SOLIDARIOS (Council of American Development Foundations), Guatemala City, Guatemala. Toward a training program for managers of Latin American development foundations which provide soft-loans and technical support to poor individuals and groups involved with rural and agricultural development. (1976) \$16,000

Pelegano Village Industries, Gaborone, Botswana. For general budgetary support of this community self-help organization assisting with projects which relate to small business development,

ROCKEFELLER BROTHERS FUND  
(Continued)

employment generation, and practical training  
in the small village of Gabane. (1976)  
\$15,000

Natural Resources Defense Council, New York.  
For a project in the management of animal and  
plant species and rain forests in tropical  
Africa, Asia and Latin America. (1976)  
\$50,000

Association for Caribbean Transformation, Port  
of Spain, Trinidad. Toward initial expenses of an  
organization to provide technical assistance,  
training, and education to agricultural coopera-  
tives, worker groups and others at the bottom  
of the economic ladder in several Caribbean  
countries. (1976) \$40,000

THE STARR FOUNDATION  
102 Maiden Lane  
New York, New York 10005  
(212) 791-7568

KEY PEOPLE: Mr. T. C. Hsu, President  
Miss Marion I. Breen, Vice President

PRIMARY ISSUE INTERESTS: Education, training, technical assistance, health, cultural relations.

GEOGRAPHIC INTERESTS: Asia, Africa, Latin America, Middle East, with some priority to Asia, though this shows up more in scholarships to students than in grants to organizations.

WOMEN IN DEVELOPMENT FOCUS: While there is no special emphasis on women's programming, the Foundation does make some women-specific grants.

TYPES OF GRANTS: Scholarships, operational projects, general support, research.

GRANT-MAKING POLICIES: The Starr Foundation has not established rigid guidelines for submission of proposals and grant-making. Rather, proposals are handled largely on a case-by-case basis, within the general issue interests of the Foundation.

Organizations should first submit a letter or short proposal briefly describing the project. If it interests the Starr Foundation staff, they will request additional information.

The Foundation has a small staff which screens proposals. Those which fit within its interests are reviewed by the Board of Directors, which meets periodically.

Because proposals are handled case by case, there is no average time for review and decision-making. The review process often includes a period of dialogue between the Starr Foundation and the organization to establish mutual interest and trust.

THE STARR FOUNDATION  
(Continued)

Most of the Starr Foundation's international grants are made to U.S.-based organizations, since the Foundation does not have any mechanism for outreach to overseas organizations.

The Foundation is open to funding indigenous groups overseas.

LEVEL OF FUNDING:

Total grants (1977): \$789,258

Approximate level of international-related grants (excluding scholarships) in 1977: \$291,901.

SAMPLE GRANTS:

Planned Parenthood of New York City. For support of two nurse-practitioners from Latin America for 10-week training. (1976) \$3,160

Overseas Education Fund of the League of Women Voters, Washington, D.C. For technical assistance to women's voluntary organizations in Indonesia. (1976) \$5,000

Asia Society, New York. To support public affairs, executive briefings, and seminars. (1976) \$2,500

American Institute for Free Labor Development, Washington, D.C. To support programs in Latin America and the Caribbean. (1977) \$500

Cruz Roja Guatemala, Guatemala City. For earthquake relief. (1976) \$10,000

Pan American Development Foundation, Washington, D.C. To support self-help programs in Latin America. (1977) \$1,000

THE TINKER FOUNDATION INCORPORATED  
645 Madison Avenue  
New York, New York 10022  
(212) 421-6858

KEY PEOPLE: Miss Martha Twitchell Muse, Chairman and President  
Dr. Miriam Williford, Program Director

PRIMARY ISSUE INTERESTS: Improve understanding between peoples of U.S. and Ibero-America. Education, research, technical training.

GEOGRAPHIC INTERESTS: Ibero-America

WOMEN IN DEVELOPMENT FOCUS: No special focus, though the Tinker Foundation will review women's projects which meet its other funding criteria.

TYPES OF GRANTS: Operational projects (action-oriented), training, fellowships, research.

GRANT-MAKING POLICIES: Both U.S. PVOs and overseas groups should send proposals to the Program Director. Proposals should include a complete description of the project and personnel involved, including a budget and what other sources of support have been secured or requested.

Proposals must be in English.

Tinker funds Latin American organizations directly, but it does not have the field staff to assist indigenous groups in applying for grants and meeting Tinker's reporting requirements. Therefore, a group must be well organized and present a well thought out proposal with realistic objectives, time frame and funding projections.

While Tinker staff do not visit organizations in the field, it welcomes visits to its New York office by representatives of Latin American organizations who might be in the U.S. for other purposes.

THE TINKER FOUNDATION INCORPORATED  
(Continued)

Organizations receiving funding from Tinker must have U.S. Internal Revenue non-profit, tax-exempt status or its equivalent tax-exemption within its own country.

The Tinker Foundation Board meets in June and December. Proposals should be submitted at least six months ahead of time and some take longer for review.

LEVEL OF FUNDING:

1976 - \$978,650 for 35 grants to 33 institutions, plus \$90,500 for fellowship awards.

SAMPLE GRANTS:

Instituto Centroamericano de Administración de Empresas, (Central American Institute for Business Administration), Managua, Nicaragua. To allow four foundation staff members of the SOLIDARIOS (Consejo de Fundaciones Americanas de Desarrollo -- Council of American Development Foundations) to enroll in the Institute's 2-year Master of Business Administration program. (1976) \$32,000

Oxfam-America, Inc., Boston, Massachusetts. To assist in conducting an extensive educational program in Guatemala to train builders in the use of local materials and the application of earthquake resistant construction techniques. (1976) \$15,000

P.A.C.T. (Private Agencies Collaborating Together), New York. To channel a grant to the Consejo de Fundaciones Americanas de Desarrollo (SOLIDARIOS) for the implementation of a scholarship program for executives of the thirteen member foundations to attend intensive Management Training Program at the Central American Institute for Business Administration. (1976) \$25,000

Council on Foreign Relations, New York. To expand and strengthen program of studies, discussions and publications on inter-American relations. (1976) \$30,000

A.I.D. (AGENCY FOR INTERNATIONAL DEVELOPMENT)  
United States Department of State  
320 21st Street, N.W.  
Washington, D.C. 20523  
(202) 632-9884

The following information was gathered through discussions with A.I.D. personnel and A.I.D. written documents. It does not represent an official statement of A.I.D. policies.

Some of the grant descriptions and application procedures described below are new A.I.D. policies recently approved by the A.I.D. Administrator. As the new policies are put into effect, there may be some modifications. Where modifications are made, and as new A.I.D. grant-making policies go into effect, New TransCentury Foundation will update the information described below.

KEY PEOPLE: The Honorable John J. Gilligan, Administrator (632-9620)  
Mr. Calvin (Hank) Raullerson, Assistant Administrator  
Bureau for Private and Development Cooperation (632-8558)  
Mr. Thomas H. Fox, Director, Office of Private and Voluntary  
Cooperation (under the Bureau for Private and Development  
Cooperation) (632-9206)  
Ms. Arvonne Fraser, Coordinator, Office of Women in Develop-  
ment, (under the Bureau of Program and Policy Coordination)  
(632-8246)  
Mr. Abelardo L. Valdez, Assistant Administrator, Latin  
America and Caribbean Bureau (632-8246)  
Mr. John H. Sullivan, Assistant Administrator, Asia Bureau  
(632-9223)  
Mr. Joseph C. Wheeler, Assistant Administrator, Near East  
Bureau (632-9118)  
Mrs. Goler T. Butcher, Assistant Administrator, Africa  
Bureau (632-9232)  
A.I.D. Country Mission Directors (c/o U.S. Embassies)

PRIMARY ISSUE INTERESTS: Critical problems affecting the poor majority  
of the population in developing countries  
with priority emphasis on food production,  
rural development, nutrition, health, popula-  
tion, education, human resource development,  
income generation.

GEOGRAPHIC INTERESTS: Latin America, Africa, Middle East, Asia

A.I.D. (AGENCY FOR INTERNATIONAL DEVELOPMENT)  
(continued)

WOMEN IN DEVELOPMENT FOCUS: In 1973 the U.S. Congress adopted an amendment to the U.S. Foreign Assistance Act which mandated that U.S. A.I.D. should give particular attention to programs and activities which integrate women into the national economies of developing countries, and thus improve their status and further the total development effort. (The "Percy Amendment").

In response to this amendment, A.I.D. created an Office of Women in Development. This office, headed by Arvonne Fraser, encourages and supports the integration of women into the planning and implementation of A.I.D.-funded programs. Its specific activities include supporting conferences and training seminars on women in development, sponsoring research, developing a network of consultants who can assist A.I.D. missions and bureaus in WID programming, producing and disseminating materials on women in development, and collaborating with national and international agencies.

TYPES OF GRANTS: In general, A.I.D. funds action-oriented projects, education and training, and research.

In addition to the general grant authority A.I.D. has, there are five specific kinds of grants available to PVOs:

- Operational Program Grants
- Matching Grants
- Consortia Grants
- Management Development Services Grants
- Institutional Development Grants.

PVOs can also bid on A.I.D. contracts.

(These grant and contract opportunities are described below.)

A.I.D.  
(continued)

GRANT-MAKING POLICIES:

Registration:

To receive an A.I.D. Grant, U.S. and indigenous PVOs must be registered with the Advisory Committee on Voluntary Foreign Aid.

To be considered for registration, a U.S. PVO should submit to the Advisory Committee evidence that it is a non-governmental, voluntary, non-profit, tax-exempt organization, established and governed by private citizens. The organization must be engaged in "voluntary, charitable, development assistance operations overseas". Information on the registration process may be obtained from A.I.D.'s Office of Private and Voluntary Cooperation.

As of February 1978, in addition to registration with the A.I.D. Advisory Committee on Voluntary Foreign Aid, U.S. PVOs must also have 20% of their annual budgets funded by U.S. private sources to be eligible for Operational Program Grants, Matching Grants and Consortia Grants (described below). Universities, colleges, research and scientific organizations may be excluded from this rule. There are also exceptions to the 20% private funding rule for some organizations which were registered and were working with A.I.D. before February 1978.

Indigenous organizations in developing countries may obtain registration through the A.I.D. Mission Director in their country. The Mission Director applies the same criteria to indigenous groups as is used for U.S. PVO registration, but may make adjustments based on the situation of that country. While the 20% rule may not apply steadfastly to indigenous groups, A.I.D. is concerned that the organizations it assists have other sources of funds and will be able to continue their activities if A.I.D. must cut back or terminate its support.

A.I.D.  
(continued)

Program Interests:

A.I.D.'s grant-making policies are established by the 1973 Foreign Assistance Act. Strongest emphasis is on activities (described in "Priority Issue Interests") aimed at improving the lives of the poorest sectors of developing countries, and increasing their participation in development.

Priorities for specific activities within this broad focus are based on the local needs in each country and the interests of the host government.

A.I.D. funds projects which involve the poor sector of the population in both the planning and implementation, and which expand this sector's access to the economy through services and institutions at the local level.

Organizations which are properly registered, and which have activities falling within A.I.D.'s program interests, may apply for different kinds of grants:

Operational Program Grants are by far the largest source of financial support for U.S. and indigenous PVOs, OPGs have grown from \$6 million in 1974 to an anticipated total of \$30 million in 1979.

OPGs have specific time frames, with specific goals, and are usually negotiated for one project in one country, though they may sometimes be regional or multinational. They cover salaries, technical consultants, travel, equipment and supplies directly related to that project.

A.I.D.  
(continued)

They must be negotiated with the A.I.D. Mission in the country where the project is located. A.I.D. Mission Directors have discretionary authority to approve grants up to \$500,000 for life of project (usually one to three years).

In negotiating with the A.I.D. missions, there is usually a key individual who works closely with PVOs and reports to the Mission Director. This person is often also designated the Women in Development Officer. The title and exact responsibilities of the individual vary from mission to mission (he or she might be called the Institutional Development Officer, the Human Resources Officer, the General Development Officer, the Women in Development Officer, or another title). The exact name and title may be obtained by telephoning the appropriate A.I.D. bureau in Washington, or the A.I.D. mission at the U.S. Embassy in the country where the project is located.

It is important to get to know this key person, who will often be able to provide valuable advice and guidance on how to develop the proposal and apply to A.I.D. for an OPG.

Once the OPG proposal is approved by the A.I.D. Mission Director, the Regional Bureau in Washington is responsible for monitoring and evaluating the grant. It also reviews all OPG applications approved by Mission Directors to insure that A.I.D. legal requirements are met (for example, to be sure the applying organization is registered with the Advisory Committee).

OPGs normally take four months to a year to negotiate.

A.I.D.  
(continued)

For indigenous groups, OPGs are the most likely source of A.I.D. support. The Regional Bureaus have shown increasing interest in funding indigenous groups, and the Latin America Bureau has established a goal of 50% of its OPG budget going directly to indigenous organizations.

Significant for women in development projects in Africa, A.I.D.'s Africa Bureau has found that most of its support (OPGs) to indigenous groups has gone to women's organizations, as these groups have the greatest outreach, credibility and impact in rural areas of Africa.

Matching Grants will be made to carefully selected groups which have the ability to match the A.I.D. funding. Most likely, these groups will have strong constituencies, and therefore, good private funding bases.

The match will be one A.I.D. dollar to one private dollar. It must be in either direct financial contributions, or in-kind contributions directly related to the program, which are fully documented with monetary values and which show up in the financial records and annual financial accounting of the PVO. Procedures on how to account for in-kind contributions are available from the American Institute of Certified Public Accountants (1620 I Street, N.W., Washington, D.C. 20006; telephone: 202/872-8190) in its manual on accounting for private voluntary organizations.

The maximum A.I.D. matching grant will be \$1 million per year, and the minimum \$100,000 per year, for one agency.

Matching grants will go, for the most part, to U.S. PVOs.

They may be for one or more countries or multi-regional, and may be single or multi-purpose.

A.I.D.  
(continued)

In order to be considered for a matching grant, a PVO must demonstrate that it has the capacity to administer and monitor the program, and generate the private support necessary. The program must have measurable objectives, and lend itself to A.I.D. evaluation.

Matching grants are negotiated with the Office of Private and Voluntary Cooperation (PVC). Appropriate regional and technical bureaus will be asked by the PVC for an assessment of the feasibility and priority of the proposal, and the capacity of the PVO to carry it out. Often a PVO will make an oral presentation before the final A.I.D. review is completed.

Consortia Grants are made to a group of PVOs working together on development projects. The budget of the entire consortium is treated as one PVO. The 20% private funding rule applies to the entire program of the consortium, and not the individual members.

A.I.D. is interested in the potential of several PVOs pooling their collective resources to solve development problems. Indigenous PVOs can join forces with U.S. PVOs and be considered for consortia grants.

Consortia grants are negotiated with the Office of Private and Voluntary Cooperation with the input of appropriate regional and technical bureaus.

Management Development Services Grants are made to nonprofit organizations to assist U.S. and host-country PVOs. The idea behind the MDS grants is a sharing of resources within the PVO community. An MDS grant is made to one PVO to provide management, program development, financial administration, recruitment and evaluation services to other PVOs.

A.I.D.  
(continued)

The MDS grants are negotiated and administered by the Office of Private and Voluntary Cooperation. They are limited in number, and continuation will depend on the PVO community's needs.

Institutional Development Grants are a "phase out" of the former Development Program Grants (DPGs), made to assist U.S. organizations to plan and implement better development programs meeting the needs of the poorest sectors in developing countries.

Most IDGs will go to organizations which have had Development Program Grants and which have demonstrated a high level of success and impact, but need additional assistance to institutionalize and find other sources of support for the new capability established under the DPG.

While it is possible that one or two new groups which have not had DPGs will be recipients of IDGs, (for example, consortia will be considered for IDGs), and A.I.D. has not ruled out the possibility of making an IDG to an indigenous group, A.I.D. is not encouraging applications for Institutional Development Grants.

IDGs will be negotiated and administered by the Office of Private and Voluntary Cooperation, with input from regional and technical assistance bureaus.

Contracts: PVOs may bid on A.I.D. contracts to provide specific services (often for training, research or conference/workshop activities). A number of A.I.D. offices put out "RFPs" (requests for proposals) periodically. The most significant offices for PVOs are those listed under "Key People" above, plus the Technical Assistance Bureau and the Offices of Population and Nutrition of the Development Support Bureau.

A.I.D.  
(continued)

Contracts are usually negotiated with A.I.D./Washington, and thus are a source of funding for U.S. PVOs much more than indigenous organizations in developing countries. No special registration is required to bid on contracts.

Groups interested in winning A.I.D. contracts should make it a policy to establish ongoing communications with the appropriate A.I.D. offices. This will give PVOs the opportunity to know the activities of the office, become a trusted resource to that office, and keep abreast of contracting possibilities, often before they are formally announced in the Commerce Business Daily.

Proposals:

Proposals to A.I.D. should meet the specific requirements of the appropriate grant category described above (OPG, Matching Grant, etc.).

The following is an outline of other key elements to be included in all proposals to A.I.D.:

- Statement of the Problem. (The pressing needs in food production, rural development, health, nutrition, population, education, human resource development or income generation which the project is designed to meet.)
- Project Goals and Objectives. (Objectives must be clear and measurable, and lend themselves to quantitative and qualitative evaluation.)
- Target Population. (Who is benefiting and how? In the case of Operational Program, Matching and Consortia Grants, priority is given to programs benefiting the poorest sectors of the population.)

A.I.D.  
(continued)

- Project Background. (For an OPG, for example, this would include historical and demographic factors of the country or region where the project is located-- population, income, economy base, education, health, nutrition, role of women--which make the problem statement come alive.)
- Plan of Action, Methodology, and Time Frame.
- Evaluation Plan. (A.I.D. evaluates the projects it funds to determine if objectives were met, and how and why, and to assess why any objectives were not met. The first step in the evaluation process is designing an evaluation plan. A.I.D.'s preferred way to present the evaluation plan is the "logical framework". Information on the logical framework method can be obtained from the A.I.D. office or mission which an organization is applying to for funding. PVOs should work closely with A.I.D. personnel in developing an evaluation plan, to be sure there is general agreement on what the project is all about.
- Organizational Description and Capability Statement. (This should demonstrate the organization's particular strengths in designing and administering the project, and the qualifications and expertise of the proposed project staff.)
- Detailed Budget.

Both A.I.D. Country Missions and A.I.D./Washington offices look for strong indication of local initiative and interest in proposed projects. U.S.PVOs should include local people and groups involved in the project in negotiations with A.I.D. country missions, and also document local interest and participation in negotiations with A.I.D./Washington Regional Bureaus and the Office of Private and Voluntary Cooperation.

A.I.D.  
(continued)

Since the Office of Private and Voluntary Cooperation relies on the input of the appropriate regional and technical bureaus for Matching, Consortia, Management Development Services and Institutional Development Grants, U.S. PVOs must maintain close communications with these offices to insure the most favorable assessment of its capabilities and impact.

**LEVEL OF FUNDING:**

During A.I.D.'s last fiscal year (ending September 30, 1977), \$133 million in grants and contracts was awarded to PVOs. (This figure includes commodities and disaster relief.)

**SAMPLE GRANTS:**

Ghana Assembly of Youth, Accra, Ghana. To provide leadership training for key members of private and voluntary organizations, to enhance their capacity to design and administer projects meeting the needs of women.  
(2 years, beg. 1977) \$34,068.

National Women's Development Academy, Dacca, Bangladesh. To provide functional, nonformal education for women in rural areas who did not have formal educational opportunities due to a lack of facilities or because of conservative attitudes of their parents about education of daughters. The project is also aimed at upgrading income-generating skills.  
(2 years, beg. 1977) \$300,00.

CONEB, Asunción, Paraguay. To provide leadership and management training to the technical department and affiliated groups of CONEB (a national association of women's voluntary organizations in Paraguay), and give vocational training to low-income women in urban and rural areas.  
(2 years, beg. 1977) \$120,000.

INTER-AMERICAN FOUNDATION  
1515 Wilson Boulevard  
Rosslyn, Virginia 22209  
(703) 841-3800

KEY PEOPLE: Mr. William M. Dyal, President

PRIMARY ISSUE INTERESTS: The Inter-American Foundation was established by the U.S. Congress to provide new ways of supporting social change in Latin America and the Caribbean.

Its interests encompass broad areas of development concerns toward solving basic social and economic problems, with activities including:

- workers' self-managed enterprises
- credit and production cooperatives
- cultural awareness programs
- self-help housing
- agriculture extension services
- legal aid clinics
- a bank run by and for workers
- peasant associations
- non-formal education

GEOGRAPHIC INTERESTS: Latin America including the Caribbean.

WOMEN IN DEVELOPMENT FOCUS: The Inter-American Foundation's mandate is to support indigenous groups of people working toward social and economic change, and this mandate fully includes women's organizations, as well as programs for women by other organizations.

TYPES OF GRANTS: For action-oriented, operating projects. On occasion, IAF has funded research relating to an action-oriented or ongoing project, but funds for this type of activity are very limited.

*INTER-AMERICAN FOUNDATION*  
*(continued)*

**GRANT-MAKING POLICIES:**

The Inter-American Foundation makes grants to indigenous, nongovernmental, low-income groups. It does not fund U.S. PVOs.

A primary element of all IAF-funded projects is that they are planned, carried out and controlled by the beneficiaries themselves. The IAF also requires that there be counterpart funding, either in actual financial donations or in-kind contributions (such as labor, or equipment).

In addition, the IAF looks for productive groups which have a mechanism for self-sufficiency to avoid continued dependency on foreign funding sources.

Groups should have legal status in their own countries as non-profit organizations, or be in the process of obtaining that status.

To be considered for IAF funding, organizations may either send a preliminary letter outlining the project, stating how much money is needed and for what, or they may send a full proposal.

The IAF will review the preliminary letter, and if the idea falls within IAF interests and funding criteria, it will request a full proposal.

Once a full proposal is submitted, IAF reviews the project, and if funding is a possibility, one of the IAF staff will visit the project to learn the particulars of the proposed activity and to get to know the people who will be responsible for carrying it out.

The IAF staff then makes a recommendation for funding. IAF tries to respond to funding requests within three months time.

Proposals may be submitted in Spanish, Portuguese, French or English.

INTER-AMERICAN FOUNDATION  
(continued)

Proposals should generally include:

- background information on the group and its legal status
- objective of the project
- duration of the project
- amount requested from IAF
- matching funds and in-kind contributions to the project
- complete description of the project work plan and budget.

While the Inter-American Foundation does not have rigid funding criteria, it is concerned that the organizations it funds have the capability to manage the projects themselves, and that the proposed project:

- shows a commitment to social change and will have leverage to achieve that change
- involves those people who will be directly affected by it in the planning and implementation
- has a mechanism to share what is learned
- includes local resources with the ability to continue the project after IAF assistance is terminated.

LEVEL OF FUNDING:

Approximate total grants in 1978: \$7,465,605

Grants range from \$400 to \$1.5 million, with most averaging \$100,000 for one to three years.

SAMPLE GRANTS:

Manos del Uruguay, Montevideo, Uruguay. To promote a handicrafts cooperative for women, and provide technical and vocational training in handicraft production and export marketing.  
(6/76-6/78) \$128,000

*INTER-AMERICAN FOUNDATION*  
*(continued)*

Central de Servicios Laguna, A.C., Gomez  
Palacio, State of Durango, Mexico. To  
strengthen and expand existing centers for  
rural women, and to promote six new centers  
in the Camarca Lagunera area of the states  
of Chihuahua and Durango. The project is  
aimed at incorporating the rural family into  
the social change process by increasing the  
social, economic and political role of rural  
women in the family and community life.  
(1978 to 2 years) \$43,873.

UNDP (UNITED NATIONS DEVELOPMENT PROGRAMME)  
1 United Nations Plaza  
New York, New York 10017  
(212) 754-4790

KEY PEOPLE: Mr. Bradford Morse, Administrator  
Resident Representatives in each country. (If you need a list  
of their addresses, write to New TransCentury Foundation.)

PRIMARY ISSUE INTERESTS: UNDP has two major thrusts:

- to support the efforts of developing countries to provide a decent life for their own people--adequate nutrition, housing, employment, earnings, education, health care, consumer goods and public services; and
- to help developing countries increase their output of commodities, raw materials and manufactured items needed around the world, and to ensure these countries a fair return on their trade of these necessities.

Accordingly, UNDP helps governments to:

- survey and assess development assets (farm land, forests, water, minerals, fuel, industrial capacity);
- stimulate capital investments to realize these resources;
- provide basic educational services, and vocational and professional skills training;
- select and apply suitable and environmentally sound technologies and to strengthen technological capabilities;
- carry out economic and social planning aimed at meeting the needs of the lowest income sectors in developing countries.

UNDP also aims to further the new economic order, increase technical cooperation among developing countries, and increase the involvement of women in development.

UNDP  
(Continued)

GEOGRAPHIC INTERESTS:

Asia, Africa, Middle East, Latin America, and some parts of Europe, with 53% of total UNDP assistance going to countries with per capita GNP's under \$400, and another 25% of assistance to countries with per capita GNP's under \$600.

WOMEN IN DEVELOPMENT FOCUS:

UNDP has adopted as a major goal increasing the participation of women in development. It has issued guidelines for the integration of women in development which stress the importance of:

- securing accurate baseline data about women's roles in the economy, education, health, nutrition, and family planning, as a necessary pre-requisite to program planning;
- including women in program planning implementation;
- reviewing all existing programs in agriculture, forestry, rural development, health, and education, to determine how women can become more fully involved as participants and beneficiaries;
- initiating activities and services of special concern to women;
- recognizing the importance of women's roles as breadwinners, and increasing women's income-earning capability through increased access to training and education, and through self-employment;
- reconceptualizing health care to include the roles women play in preventative medicine, and to give attention to women's special needs and cultural sensitivities;
- increasing the availability of basic services in health, nutrition, water, fuel, sanitation, agriculture, and vocational training so women may transfer part of their daily household work to the community at large.

TYPES OF GRANTS:

Grants cover salaries for technical experts, fellowships and training, research, equipment and supplies.

UNDP  
(Continued)

GRANT-MAKING POLICIES:

UNDP supports projects only in consultation with the government involved. Its assistance is generally coordinated by a government agency, such as the Ministry of Planning or Ministry of Agriculture. In some situations, national non-governmental organizations (NGOs) may be in a position to help the government carry out a UNDP-funded project. In these cases, the NGO must have the recognition of and support of its own government for this function. NGOs wishing to participate in UNDP-funded projects might improve their opportunities by establishing communication and rapport with the UNDP Resident Representative in their countries.

All requests for UNDP assistance must be submitted by governments to the UNDP Resident Representative in their countries. UNDP is highly decentralized and Resident Representatives have a good deal of authority. They can approve projects up to \$150,000, and are also very involved in project decisions above that level along with regional and headquarters offices.

The total level of UNDP assistance for any country is determined by applying each country's Indicative Planning Figure (IPF) to the anticipated total amount of funds available to UNDP. IPFs are established on five-year cycles by the Economic and Social Council. IPFs for 1977-1981 were determined on the basis of each country's population and per capita GNP, though in no case is the IPF lower than the 1972-1977 level.

Countries with the highest IPFs for 1977-1981 are:

Afghanistan	38.0	Nigeria	45.5
Banqladesh	65.5	Pakistan	52.5
Brazil	30.0	Philippines	30.5
Burma	41.5	Socialist Republic	
Egypt	31.5	of Viet Nam	30.0
Ethiopia	42.0	Sri Lanka	31.5
India	97.0	Sudan	33.0
Indonesia	69.5	Thailand	29.5
Nepal	32.5	Uganda	30.0
Zaire	32.5	United Republic of	
		Tanzania	33.5

*UNDP*  
*(continued)*

In addition to individual country support, UNDP also funds inter-regional and global projects.

UNDP project support is closely tied to the national development goals of each country. Once the IPF is established, the government of each country prepares a "Country Programme" in consultation with the UNDP Resident Representative. The program outlines the government's priorities and allocates its share of UNDP resources to these priorities.

UNDP monitors the projects closely and requires periodic progress and financial reports.

LEVEL OF FUNDING:

Voluntary contributions to UNDP for assistance to developing countries in 1977 were estimated at \$501 million.

SAMPLE GRANTS:

Kenya Women's Bureau. To expand and strengthen the technical competence for project planning and operation of this national women's bureau, which is working with a large range of Kenyan women's groups. This project was negotiated with UNDP through the Government of Kenya and the Women's Bureau.

UNDP assistance has totalled approximately \$200,000.

Vocational Training in Colombia. Training men, women and young people in 350 different occupations, ranging from bee-keeping, livestock raising and mechanized farming to baking, printing, electricity and textile trades, towards providing needed services in Colombia's main economic sectors, as well as increased employment for its growing population.

UNDP assistance has totalled \$1.9 million with Colombia's contribution now at \$10.4 million.

UNFPA (UNITED NATIONS FUND FOR POPULATION ACTIVITIES )  
485 Lexington Avenue  
New York, New York 10017  
(212) 754-1234

KEY PEOPLE: Mr. Rafael M. Salas, Executive Director of UNFPA  
Mr. Jyoti Singh, Head, NGO Section  
Mr. Steven Viederman, Head, Demographic and Social Research Unit  
Mr. Jergen Sacklowski, Head of Evaluation

PRIMARY ISSUE INTERESTS: Population - Basic data collection  
Research  
Population policy formulation and  
implementation  
Family planning services  
Communication and education  
Training

GEOGRAPHIC INTERESTS: All developing countries, with priority given to  
countries which have a per capita income below  
\$US 400, and which have two or more of the  
following demographic threshold levels:

- rate of population growth of 2.75% per annum;
- level of fertility (gross reproduction rate)  
of 2.75%;
- infant mortality of 176 infant deaths per  
1,000 live births;
- 2.2 persons per hectare population density  
on arable land.

These countries include:

Afghanistan	Mauritania
Bangladesh	Morocco
Burundi	Nepal
Democratic Kampuchea	Niger
Democratic Yemen	Pakistan
Ecuador	Paraguay
El Salvador	Philippines
Ethiopia	Rwanda
Gambia	Samoa
Ghana	Senegal
Guinea	Vietnam
Honduras	Solomon Islands
India	Somalia
Jordan	Sudan
Kenya	Thailand

UNFPA  
(continued)

Lao Peoples Democratic Republic	Tonga
Liberia	Uganda
Madagascar	United Republic of Tanzania
Maldives	Upper Volta
Mali	Yemen

Other countries which vary up to 2% of the threshold levels are also being given special attention:

Benin	Namibia
Central African Empire	Nigeria
Gilbert Islands	Peru
Tuvalu	Syrian Arab Republic
Guatemala	Togo
Indonesia	United Republic of Cameroon
Malawi	

WOMEN IN DEVELOPMENT FOCUS:

UNFPA considers it absolutely vital to integrate women fully into all phases of population and development activities. As a result of International Women's Year, the UNFPA Task Force on Women, Population and Development developed guidelines to ensure that women are active participants in all phases of population programming-- planning, implementation, evaluation--so that women's special needs to achieve equal status are fully taken into account. The complete text of the guidelines issued in December 1976, are available from UNFPA. Important points include:

- UNFPA should encourage governments to approach fertility regulation through indirect means (i.e., training women in income-generating activities and leadership development, and assisting them to change marriage and inheritance laws which lower their status);
- Research and data collection must include a study of the relationship between population and the position of women in society, an accurate reflection of the economic and social realities of women, factors that affect attitudes and behaviors of women, and an assessment of how the conditioning process of female and male roles operates;

UNFPA  
(continued)

- Women are to be employed significantly in all aspects of population programming, and any barriers to such employment are to be examined toward alleviation;
- Women should be trained and included in all spheres of population communication;
- Delivery of family planning services should be encouraged through local women's networks and associations, formal and non-formal;
- Sex-based stereotypes should be avoided in all questionnaires, interviews, demographic surveys and informational materials.

TYPES OF GRANTS:

For research and operational (action-oriented) projects, including fellowships, salaries for personnel, equipment, vehicles, supplies, and in some cases, construction or improvement of physical facilities. No grants are made for rental of physical facilities, or the purchase of land, or directly to individuals.

GRANT-MAKING POLICIES:

UNFPA grants are generally made in concurrence with the local government. Most grants are channeled through a government ministry such as the Ministry of Planning or Ministry of Health.

In a few cases, UNFPA makes grants to a non-governmental organization (NGO) when:

- the NGO can help its local government carry out a UNFPA-funded project, and has the support of that government and the local UNFPA coordinator; or
- the NGO's project has regional, inter-regional or global implications, or is a research or evaluation project.

*UNFPA*  
*(continued)*

Requests for assistance should be channeled through either the UNFPA Coordinator in care of the local UNDP office, or through UNDP Resident Representative where there is no UNFPA Coordinator. (Write to The New Century Foundation if you need a list of addresses of UNFPA Coordinators.)

NGOs with regional, inter-regional or global projects may submit requests to Mr. Jyoti Singh, Head of the NGO Section at UNFPA in New York.

Research projects should be submitted to Mr. Steven Viederman, Head, Demographic and Social Research Unit, UNFPA/New York.

Evaluation projects should be submitted to Mr. Jurgen Sacklowski, Head of Evaluation, UNFPA/New York.

UNFPA is more likely to fund a regional, inter-regional or global women's project if the sponsoring organization(s) is known to the Women's Center of the UN Regional Commission in the region in which the project is located. (See description of UN Decade Fund for addresses of Regional Commissions.)

International NGOs may want to establish "consultative status" with UNFPA to enable them to participate in UNFPA conferences and special programs. Consultative status is granted by a UNFPA review committee on the basis of the organization's activities and the strengths it brings to UNFPA objectives. Organizations should request consideration for consultative status by letter to Mr. Rafael Salas, Executive Director.

UNFPA  
(continued)

While "consultative status" is not necessary for an NGO to receive a UNFPA grant, it may bring it closer to UNFPA activities and open greater opportunities for cooperation with UNFPA on projects.

Proposals to UNFPA should contain the following information:

- description of the organization and capability statement of individuals running the project;
- other related activities in the country/region and their importance to the project;
- short and long-range objectives;
- a work plan detailing project activities and including what is needed in the way of equipment, expert consultants, and administrative support;
- a detailed budget, the amount requested from UNFPA, other sources of support;
- time frame, and a statement of whether UNFPA assistance is being requested one time only, or will be requested again in the future.

LEVEL OF FUNDING:

1978 estimated appropriation: \$105 million

Expenditures by region in 1977 were approximately:

15.4%	Africa	\$15,165 million
34 %	Asia and Pacific	33,603 million
19.3%	Latin America and the Caribbean	19,039 million
16.3%	Europe, Middle East and the Mediterranean	16,039 million
15 %	Inter-regional and Global	14,811 million

UNFPA  
(continued)

SAMPLE GRANTS:

Association of African Women for Research and Development, Senegal. To assist the Association with publications and periodicals to disseminate information about research on African women.  
(1978) \$13,000

Church World Service, New York. To the Family Life and Population Program to improve a maternal and child health care project in Recife, Brazil, through training of doctors, nurses and health workers in all aspects of family planning.  
(1978) \$9,000

*VOLUNTARY FUND FOR THE U.N. DECADE FOR WOMEN*  
*One United Nations Plaza-10th floor*  
*New York, New York 10017*  
*(212) 754-7055*

**KEY PEOPLE:** Dr. Margaret Snyder, Senior Social Affairs Officer, Centre for Social Development and Humanitarian Affairs. (The Centre is coordinating the U.N. Headquarters' activities relating to the Voluntary Fund for the U.N. Decade for Women, including development and implementation of the joint interorganizational programme, research and data collection, communications support and public information in promoting the Decade for Women.)

U.N. Regional Economic Commissions (see list at end of this section.)

**PRIMARY ISSUE INTERESTS:** Raising the social and economic status of women toward the U.N. goals of Equality, Development and Peace.

The August 1977 Report of the Secretary-General to the 32nd session of the U.N. General Assembly states that priority should be given to programs and projects of the least developed, land-locked and island countries among developing countries.

It also states that special consideration should be given to projects which benefit rural women, poor women in urban areas and other marginal groups of women, especially the disadvantaged.

**GEOGRAPHIC INTERESTS:** Latin America, Africa, Middle East, Asia as divided regionally through the U.N. Economic Commissions.

**WOMEN IN DEVELOPMENT FOCUS:** The Voluntary Fund focuses specifically and entirely on meeting the needs of women in developing countries.

**TYPES OF GRANTS:** Operational (action-oriented), research, training, and communication/dissemination of information.

*VOLUNTARY FUND FOR THE U.N. DECADE FOR WOMEN*  
*(continued)*

**GRANT-MAKING POLICIES:**

Project requests to the Voluntary Fund for the U.N. Decade for Women must be submitted to the Regional Economic Commissions by the local government ministries which work with the Commissions.

Thus, women's organizations must apply to their own governments, which will channel requests through their appropriate ministry.

Specific activities to be supported by the Fund include:

- technical cooperation
- development and/or strengthening of regional and international programs
- development and implementation of joint inter-organizational programs
- research, data collection and analysis relevant to the above three activities
- communication support and public information activities designed to promote the goals of the Decade for Women and of the above activities.

Allocation of the funds rests with the Consultative Committee, made up of representatives from the German Democratic Republic, Jamaica, Nigeria, Philippines and the United Kingdom of Great Britain and Northern Ireland.

The Committee is receiving project requests from the regional economic commissions.

**LEVEL OF FUNDING:**

The Consultative Committee has allocated \$2 million of The Voluntary Fund as follows:

\$400,000 to each U.N. Regional Commission  
\$300,000 to U.N. Headquarters (Centre for Social Development and Humanitarian Affairs)  
\$100,000 as a contingency fund.

VOLUNTARY FUND FOR THE U.N. DECADE FOR WOMEN  
(continued)

SAMPLE GRANTS: None yet.

U. N. REGIONAL ECONOMIC  
COMMISSIONS:

ECLA - Economic Commission for Latin America

Headquarters: Edificio Naciones Unidas  
Avenida Dag Hammarskjold  
Vitacura  
Santiago, Chile

Mailing Casilla 179-D  
Address: Santiago, Chile

Telephone: 485051, 485061, 485071

ECA - Economic Commission for Africa

Headquarters: P.O. Box 3001  
Addis Ababa  
Ethiopia

Telephone: 44-72-00, 44-70-00

ECWA - Economic Commission for Western Asia

Headquarters: Nabil Adel Building  
Bir Hassan  
Beirut, Lebanon

Mailing P.O. Box 4656  
Address: Beirut, Lebanon

Telephone: 278277/8/9, 270345

ESCAP- Economic and Social Commission for Asia and  
the Pacific

Headquarters: United Nations Building  
Rajdamnern Avenue  
Bangkok, Thailand

Telephone: 2829161, 2829171, 2829181,  
2829191, 2829365, 2829381.

A. T. INTERNATIONAL (APPROPRIATE TECHNOLOGY)  
1709 N Street, N.W.  
Washington, D.C. 20036  
(202) 293-9270

A.T. International is a newly established private organization created to help-- through the application of those technologies and techniques appropriate to local capital, labor and market realities--the poorer sectors in developing countries which are outside the money economy or in transition to a monetary economy, to improve their own capacities for invention and innovation. It is currently accepting project proposals and has begun technical assistance and funding of those projects which help further its objectives.

KEY PEOPLE: Mr. Jordan Lewis, Executive Director  
Ms. Joyce Freeland, Director, Finance and Administration

PRIMARY ISSUE INTERESTS:

Strengthen developing countries' abilities to develop, adapt and utilize appropriate technologies and techniques by assisting competent existing local in-country organizations to successfully implement potentially self-sustaining projects which:

- increase the employment, productivity, individual incomes and savings of the poor societies of the developing countries;
- increase the access of the poor to needed goods and services, to sources of financing and to markets for the goods they produce;
- realize economies scaled to the needs, resources and capabilities of the poor;
- improve information and legal systems that limit the capacities of the poor to use their own resources more effectively;
- encourage and foster an understanding of the economic role of women in developing societies as producers, manufacturers and entrepreneurs.

GEOGRAPHIC INTERESTS:

Developing countries of Latin America, Africa, Middle East and Asia

*A. T. INTERNATIONAL*  
*(continued)*

**WOMEN IN DEVELOPMENT FOCUS:**

A.T. International seeks to actively involve women in the planning and implementation of projects it assists. It will fund women-specific projects which meet its criteria, as well as integrated projects meeting needs of both men and women.

**TYPES OF GRANTS:**

A.T. International provides financial assistance to strengthen local organizations' abilities to meet the economic needs of the poor. However, it recognizes that financial assistance alone generally is not sufficient to assure project success. Thus, A.T. International-assisted projects frequently will include technical assistance to local organizations in training of personnel, information gathering, planning and implementing the project. A.T. International also endeavors to promote relationships between the project and other sources of support in the country.

**GRANT-MAKING POLICIES:**

A.T. International supports projects which strengthen local organizations' abilities to develop, test, adapt and disseminate appropriate technologies and techniques.

Projects must be locally initiated, meet locally defined needs, utilize local resources and have prospects for obtaining other sources of financing within the short term.

While A.T. International may work through U.S. PVOs and considers their experience a vital component to project planning, it generally provides technical assistance and funding directly to Third World groups.

At present, A.T. International has no field offices. Its bilingual program development staff will travel frequently to the field to seek new projects and provide assistance in the preparation of project plans.

Groups with prospective projects may submit an idea paper or project proposal to A.T. International. It will make a preliminary review to determine if the proposed project:

*A. T. INTERNATIONAL*  
*(Continued)*

- is consistent with A.T. International objectives and interests;
- is a pragmatic applied approach to problem solving rather than the development of a theoretical model;
- provides immediate or near-term local management and control;
- will not be contrary to the host government's policies.

If the project idea meets the above criteria, a complete project plan will be prepared by the submitting group, often with A.T. International guidance and assistance. To be approved, project plans must:

- be rooted in existing organizational structure;
- clearly identify intended beneficiaries;
- show management will have the ability to carry out the project;
- be consistent with available labor and capital;
- demonstrate ability to move toward self-support after A.T. International assistance is concluded;
- show how the proposed technologies or techniques are broadly relevant;
- be specific about the kind and amount of A.T. International assistance needed, and include all other sources of material and financial support;
- include a plan for self-evaluation.

A.T. International's preliminary review will generally be completed very quickly. If a proposed idea meets preliminary criteria, the project planning process may take as little as a month, or as long as a year, depending on circumstances and needs of a given project.

A. T. INTERNATIONAL  
(Continued)

Projects should have a plan for turning project support completely over to local resources within a given time frame.

LEVEL OF FUNDING:

There is no projection yet for A.T. International's total level of support. Individual projects will generally be from \$20,000 to \$200,000.

SAMPLE GRANTS:

Examples of the kinds of projects it will assist are:

- helping village women in Central America assemble and operate fruit canning equipment made of local materials;
- assisting an African institution to test conversion of an agricultural by-product into fuel, then providing management assistance to strengthen the institution's financial, procurement and marketing practices.

*CATHOLIC RELIEF SERVICES*  
*1011 First Avenue*  
*New York, New York 10022*  
*(212) 838 4700*

**KEY PEOPLE:** Most Rev. Edwin B. Broderick, D.D., Executive Director

**PRIMARY ISSUE INTERESTS:** Rural development: health, agriculture, leadership training, education, nutrition, building networks for better use of people and organization resources.

**GEOGRAPHIC INTERESTS:** 85 countries of the developing world: Latin America, Africa, Middle East, Asia

**WOMEN IN DEVELOPMENT FOCUS:** Catholic Relief Services has officially adopted a priority emphasis on programs meeting the needs of women. In evaluating project proposals, impact on women is a key criterion.

**TYPES OF GRANTS:** For operational (action-oriented) projects -- often seed funding and pilot projects. For research only as part of studies to determine the feasibility of a particular project or approach to a problem.

**GRANT-MAKING POLICIES:** Catholic Relief Services often works through local counterpart organizations in developing countries, particularly where the Catholic Church is strong. However, a little over 70% of its assistance goes to groups which are not church related (i.e., associations of cooperatives, some government-related organizations, private groups.).

While Catholic Relief Services welcomes cooperation with other U.S. PVOs, it does not usually fund U.S. organizations directly. Rather, its funding goes to indigenous groups overseas.

*CATHOLIC RELIEF SERVICES*  
*(continued)*

Project proposals must be submitted to the in-country field office where the project is located. (If you need names and addresses of CRS country representatives, write to Catholic Relief Services in New York or to New TransCentury Foundation.)

The field office makes a preliminary assessment to determine whether the project fits into CRS program interests, has been locally initiated, and involves local people in the planning and implementation.

Once the field office has favorably reviewed the project proposal, it is submitted to Catholic Relief Services in New York with the field office's recommendations.

CRS staff in New York review all project proposals, and often write back to field personnel requesting additional information before a final decision is made to recommend that the CRS Executive Committee approve a grant.

The CRS Board makes the final decision on grants. It takes from six months to a year, from the time a project is submitted to the field office until it receives CRS Board approval, depending on how well developed the proposal is to begin with.

Proposals must include the following information:

- Background information (social and economic situation of the area in which the project is located, including population, income distribution, education, health, and role of women.)
- How the project relates to this general background.
- Objectives of the project.

*CATHOLIC RELIEF SERVICES*  
*(continued)*

-Workplan--how the objectives will be carried out.

-Budget, amount requested from CRS, amount provided from other sources.

**LEVEL OF FUNDING:**

Total 1977 grants: \$115 million for 2,000 different projects. Individual project grants range from \$2,000 to \$2 million, with most grants for women's projects ranging from \$2,000 to \$50,000.

**SAMPLE GRANTS:**

Centro de Promoción Rural (CEPROR), San Salvador, El Salvador. To train rural women in concepts of community leadership, community organization, health, nutrition, and home improvement toward increasing their role in grass roots development through participation in community health committees, cooperatives, etc.  
(1975-1977) \$39,488

Rural Training School, Cibitoke, Burundi. To expand the school's training facilities and adapt its curriculum to include women in its agricultural training programs.  
(Ongoing, beg. 1978) \$35,000

Women's Cooperative, Boucot-Wolof, Senegal. To buy tools and seeds to expand gardening activities of the cooperative, increase production and make the cooperative financially sound.  
(1977) \$2,000

CHURCH WORLD SERVICE  
475 Riverside Drive  
New York, New York 10027  
(212) 870-2061

KEY PEOPLE: Dr. Paul McCleary, Executive Director  
Ms. Midge Austin Meinertz, Assistant to the Executive  
Director for Development

PRIMARY ISSUE INTERESTS: Broad areas of development, such as agri-  
culture, water resource development and  
social services.

GEOGRAPHIC INTERESTS: Latin America, Africa, Middle East, Asia

WOMEN IN DEVELOPMENT: Emphasis on women in development is implicit  
in many of the Church World Service activities,  
and is reflected particularly in programs of  
community development and family services.  
CWS assesses the project requests it receives  
with the needs of women in mind.

TYPES OF GRANTS: For action-oriented projects.

GRANT-MAKING POLICIES: Church World Service relates closely to  
colleague agencies overseas. These indigenous  
organizations, usually church organizations or  
ecumenical groups, are CWS's partners in  
development. CWS responds to project requests  
from these agencies by making the project  
opportunities known to CWS constituent  
organizations, private foundations and  
other groups in the United States.

Organizations should contact Midge Austin  
Meinertz at Church World Service in New York  
for the names of colleague agencies in their  
respective geographic areas. These colleague  
agencies should then be contacted directly  
regarding project proposals.

CHURCH WORLD SERVICE  
(continued)

Since criteria for project evaluation varies from agency to agency, it is suggested that groups become familiar with goals and policies of the individual colleague agency to which they are applying.

Church World Service takes an active interest in encouraging local development efforts and is especially interested in grass roots development projects.

LEVEL OF FUNDING:

Church World Service relays project requests from colleague agencies overseas to its constituent members in the United States. Thus, there is no "grant total" as such for CWS itself.

SAMPLE GRANTS:

Community Youth Development Program, Senegal. To recruit and train young people in production and marketing of products (such as furniture, leather goods and handicrafts). (Being sought for 1978) \$55,000

Village Water Program, Madagascar. To supply water to villages within a 100-mile radius of Tananarive. (Being sought for 1978) \$55,000 for 1 year.

Nutrition Workers Training Project, Indonesia. To support a pilot effort in training of existing health cadre in nutrition and community organization, which will result in training 25 nurses and voluntary health care workers. (1978) \$1,605

FAMILY PLANNING INTERNATIONAL ASSISTANCE  
810 Seventh Avenue  
New York, New York 10019  
(212) 541-7800

KEY PEOPLE: Dr. Daniel R. Weintraub, Chief Operating Officer  
Ms. Mary McGovern, Associate Chief Operating Officer

PRIMARY ISSUE INTERESTS: Population and family planning.

GEOGRAPHIC INTERESTS: Latin America, Africa, Middle East, Asia.

WOMEN IN DEVELOPMENT FOCUS: Family Planning International Assistance works with a variety of indigenous community groups, including women's organizations.

It is concerned about meeting the needs of women, and involving women in the planning, implementation and evaluation of the programs it funds.

TYPES OF GRANTS: For operational projects, training, delivery of services. FPIA does not fund research projects.

GRANT-MAKING POLICIES: FPIA provides technical assistance and financial aid for family planning projects with indigenous grass roots agencies. It works particularly, though not exclusively, with women's groups, church groups and organizations sponsoring programs for adolescents.

Organizations wishing to be considered for FPIA grants should contact the regional director in their region. (See list at end of this section.)

If the project idea falls within FPIA interests, the regional office will arrange a meeting with the organization, and work with it in filling out the FPIA project application.

*FAMILY PLANNING INTERNATIONAL ASSISTANCE*  
*(continued)*

Project requests are then sent to FPIA in New York, which reviews them and may go back to the regional office for additional information, before final approval is completed.

The project application and review process takes six months or more to complete.

Project proposals to FPIA must have specific, measurable objectives. FPIA works with the organizations it funds in establishing these objectives, and developing a realistic work plan and time frame.

LEVEL OF FUNDING:

FPIA grants range from \$8,000 to \$400,000 for one year.

SAMPLE GRANTS:

Concerned Women for Family Planning, Dacca, Bangladesh. To provide contraceptives and family planning consultation to women of lower economic groups who cannot travel easily to family planning clinics. The program is run by women, and with a basic goal of respecting the needs and feelings of women.  
(Beg. 1976) approx. \$180,000.

REGIONAL DIRECTORS/OFFICES:

South & West Asia (includes Jordan and Turkey)

Anthony E. Drexler  
Regional Director  
Family Planning International Assistance  
752 Satmasjid Road  
Dhanmondi Residential Area  
Dacca 5, Bangladesh  
Telephone: 311 341 and 311 352

*FAMILY PLANNING INTERNATIONAL ASSISTANCE*  
*(continued)*

Central and West Africa

Mr. Marc Okunnu  
Regional Director  
Family Planning International Assistance  
P.O. Box 43538  
Nairobi, Kenya  
Telephone: 33 66 78

North and East Africa (includes Egypt and the Sudan)

Mr. Freeman Pollard  
Regional Director  
Family Planning International Assistance  
P.O. Box 43538  
Nairobi, Kenya  
Telephone: 33 66 78

East Asia

Mrs. Carrie Lorenzana  
Regional Director  
P.O. Box 867  
Makati Commercial Center  
Makati, Rizal, Philippines  
Telephone: 781 12 09

Latin America

Mr. Steven D. Orr  
Carrera 7 No. 79-75  
Bogota, Colombia  
Telephone: 249 96 25

INTERNATIONAL PLANNED PARENTHOOD FEDERATION  
IPPF/Western Hemisphere Region  
105 Madison Avenue  
New York, New York 10016  
(212) 679-2230

Note: For programs outside of the Western Hemisphere,  
contact should be made with:

International Planned Parenthood Federation  
18-20 Lower Regent Street  
London, SW1Y 4PW, England

KEY PEOPLE: Ms. Anne Sheffield/IPPF in New York (for Western  
Hemisphere programs)  
Ms. Joan Swingler/IPPF in London (for all other programs)

PRIMARY ISSUE INTERESTS: Population and family planning, within  
community development, and maternal/  
child/family education and health programs.

GEOGRAPHIC INTERESTS: Latin America, Africa, Middle East, Asia.

WOMEN IN DEVELOPMENT FOCUS: IPPF has a natural interest in meeting the  
concerns and needs of women.  
  
IPPF has a commitment to the emancipation  
of women and to their acceptance as partners  
with men in development activities.

TYPES OF GRANTS: For operational (action-oriented) projects.  
IPPF normally does not fund research. In  
some cases research is funded as part of  
an ongoing action-oriented program, or for  
the evaluation component of a project.

INTERNATIONAL PLANNED PARENTHOOD FEDERATION  
(continued)

GRANT-MAKING POLICIES:

International Planned Parenthood Federation makes grants to indigenous organizations in developing countries. The projects it funds are usually collaborative efforts between an organization and the national family planning association of that country.

IPPF-funded projects have a family planning component, though this does not have to be the primary focal point.

Organizations should contact their national family planning association to discuss the project and work out a proposal. (Addresses of the national family planning association may be obtained by writing to IPPF in New York or London.)

Proposals are forwarded from the national family planning associations to International Planned Parenthood Federation in either New York or London, depending on the geographic area. IPPF staff review proposals, gather any additional information needed and submit them to an Executive Committee which meets four times a year to make grant approvals.

The application and review process takes from three to six months.

IPPF has a proposal format which includes:

- Project background (problems and needs which prompted project formulation, and the relation of the project proposal to other activities in the community and the applying organization).
- Description of the applying organization

INTERNATIONAL PLANNED PARENTHOOD FEDERATION  
(continued)

- Outline of the Project (including objectives, location, groups and people to be involved, workplan, description of the collaboration with the national family planning association, project personnel, training requirements, and how progress of the project will be monitored).
- Itemized budget
- Contributions anticipated from other sources.

IPPF believes projects should be developed at the local or implementation site, with the community to be served helping to identify its own needs.

IPPF support normally spans two or three years (with renewal of funding at the end of each year dependent upon evaluation of the previous year's activities).

LEVEL OF FUNDING:

Total worldwide funding is approximately one-half million dollars a year for women's projects.

Individual project grants range from \$5,000 to \$25,000 a year.

SAMPLE GRANTS:

Centro de Orientación Familiar, Limón, Costa Rica. To improve the health, social and economic status of women in Limon through family education programs and incorporation of women into the labor force.  
(2 years, beg. 1977) \$43,379.

Asociación Pro-Bienestar la Familia Ecuatoriana, Guayaquil, Ecuador. To improve the status of women in a marginal area of Guayaquil through family planning services, education, hygiene, nutrition, childcare and simple basic training in pasterleria, toy-making and other saleable objects.  
(3 years, beg. 1977) \$28,955

LUTHERAN WORLD RELIEF  
360 Park Avenue South  
New York, New York 10010  
(212) 532-6350

PRIMARY ISSUE INTERESTS: Agriculture (increasing food supply, world hunger), health, nutrition, family planning, rural development.

GEOGRAPHIC INTERESTS: Latin America, Asia, Africa

WOMEN IN DEVELOPMENT FOCUS: Lutheran World Relief responds to requests from local (indigenous) groups, and imposes no particular women in development emphasis on this process. It has made grants for women's projects on occasion.

TYPES OF GRANTS: Generally for operational (action-oriented) projects--salaries, equipment, supplies. Lutheran World Relief tends to fund research only in relation to an operational project. Also, LWR prefers that its funds go to people, rather than to "bricks and mortar".

GRANT-MAKING POLICIES: Lutheran World Relief works through local church agencies overseas. While many of its project grants tend to have a church connection, this is not a requirement for receiving assistance.

It funds grass-roots projects which meet locally defined needs. Lutheran World Relief looks closely at how a project has been initiated, and how it involves local people and resources.

Projects must be recommended by local counterpart agencies to Lutheran World Relief. (See list at end of this section of agencies which can be approached to learn whether they would fund projects of local women's groups.)

*LUTHERAN WORLD RELIEF*  
*(continued)*

In New York, proposals recommended to Lutheran World Relief by its counterpart agencies are screened in relation to LWR criteria and resources. Those which pass the preliminary screening are often returned to the counterpart agency in the field for additional information before the final project review is completed.

When the proposal is complete, it is recommended to the LWR Board of Directors for approval.

The Board meets five times a year, and makes final decisions on all grants.

The process of submission and decision-making can take one to four months for groups known to LWR. For groups new to LWR and for larger projects, the process will take from six months to a year.

**LEVEL OF FUNDING:**

Total grants in 1977: \$3,394,885, plus in-kind contributions of \$5,301,721 (clothing, medical supplies, etc.).

Most grants range from \$4,000 to \$100,000, with many for a multi-year period. Most are under \$50,000.

**SAMPLE GRANTS:**

Association for Promotion of Marketing for Small Manufacturers (ASPROMA), India. To provide marketing assistance to Indian voluntary organizations which manufacture products for domestic markets. (1977) \$10,000

Medicare Family Health Program, Onitsha area, Nigeria. To establish urban and rural family planning and health clinics providing nutrition, health and hygiene services and education. \$1978-1979) \$87,170 for two years

LUTHERAN WORLD RELIEF  
(continued)

DIAKONIA, Chile. To provide training in farmers receiving land under the national agrarian reform act. Training is in agricultural production, farm management, cooperative formation, credit and marketing.  
(1977) \$85,000

COUNTERPART AGENCIES:

The following agencies can be approached to learn whether they would be interested in sponsoring projects of local women's groups:

AFRICA:

SOTPRODER  
P.O. 10061  
Lomé, Togo

Sudan Council of Churches  
Box 469, Khartoum  
Democratic Republic of the Sudan

Evangelical Lutheran Church of  
Tanzania  
Box 3033  
Arusha, Tanzania

Lutheran World Relief/Niger  
B.P. 624  
Niamey, Niger

National Christian Council  
of Kenya  
Box 45009, Church House  
Nairobi, Kenya

INDIA:

Inter-Church Service Agency  
2/30 Pantheon Road  
Egmore, Madras 600 008

Center for Studies in Rural  
Development  
Ahmednagar College, Ahmednagar  
Maharashtra State

Churches' Auxiliary for Social  
Action  
Rachna Building, 2, Rajendra Place  
Pusa Road, New Delhi 110008

LATIN AMERICA

Comité Evangelico Pro-Ayuda al  
Desarrollo  
Box 3091, Managua, Nicaragua

Diaconia  
Caixa Postal 4945-ZC-21  
Rio de Janeiro, Guanabara, Brazil

Diakonia  
Casilla 16411  
Ave. Ricardo Lyon 565  
Santiago, Chile

FUNDIFRAN  
Praca Barao de Cotegipe  
13-47. 100--Barra  
Bahia, Brazil

Servicio Evangelico Peruana  
para la Acción Sociol  
Apartado 723  
Lima 100, Peru

OXFAM-AMERICA  
302 Columbus Avenue  
Boston, Massachusetts 02116  
(617) 247-3304

KEY PEOPLE: Mr. Michael F. Scott, Director, Overseas Programs,  
Oxfam-America in Boston.

PRIMARY ISSUE INTERESTS: Rural development, including nutrition,  
health, mother and child care, and training  
in delivery of these services.

GEOGRAPHIC INTERESTS: Poorest countries of Latin America, Asia  
and Africa.

WOMEN IN DEVELOPMENT FOCUS: There was an early concern for women in de-  
velopment among the Oxfam family. Oxfam has  
funded women-specific projects, as well as  
looked at all projects with an assessment of  
women's needs.

In the spring of 1978, Oxfam-America estab-  
lished the Oxfam Fund for Women in Develop-  
ment to continue its efforts to meet the  
needs of women through its development pro-  
grams.

TYPES OF GRANTS:

Operational projects: research only as it  
applies to ongoing and action-oriented pro-  
jects.

GRANT-MAKING POLICIES:

Oxfam funds indigenous projects which de-  
monstrate the ability to achieve tangible  
benefits in the short term.

Organizations should send initial requests  
for assistance to either Oxfam-America or to  
Oxfam-England, 274 Banbury Road, Oxford,  
England OX2-7DZ.

If the proposed project seems within Oxfam's  
capacity to assist, Oxfam-America or Oxfam-  
England will refer the request to one of the  
field directors overseas who will be in touch  
with the organization. (Oxfam-America and  
Oxfam-England share field staff).

OXFAM-AMERICA  
(continued)

The Oxfam field directors travel frequently to talk with people and organizations about their needs and to exchange ideas with them.

If the proposed project is within Oxfam's interests, the field director will work closely with the leaders and people responsible for the project to prepare the grant application.

When the grant application is completed, it is channeled to Oxfam-America and the worldwide network of Oxfams.

Oxfam-America's Overseas Development Committee considers project applications based on the following considerations:

- Does the project grow out of local initiative? Is the project rooted in the community?
- Will the grant encourage innovative and/or repeatable activity on the part of the local people?
- Is the project part of an integrated or coordinated effort towards long-term, economic, physical and social change?
- Will rural, low-income people benefit most from the project and will it lead to increased income or income potential for them?
- Does the grant promote the involvement of local people in the decision-making processes which affect their lives and well being?
- Will the grant result in unintended negative effects on existing social, cultural or environmental patterns?

OXFAM-AMERICA  
(continued)

-In what ways will this project improve the lives of lower status groups generally, and women in particular?

-Does the project application indicate that clear and specific objectives for the project have been set?

-In what ways and by whom will this project be managed?

Once these questions have been satisfactorily answered, Oxfam makes a final grant decision. The review process may take from four to eight months.

LEVEL OF FUNDING:

1977 total overseas grants: \$360,000.

Average grant is \$14,000, with grants ranging from \$300 to \$100,000 over three years.

SAMPLE GRANTS:

Bangladesh Rural Advancement Committee, Woman's Program, Jamalpur, Bangladesh. To operate an intensive functional educational program directed to the women of Jamalpur and the surrounding region. The program teaches women in family and child care, health and nutrition, improved agricultural methods and basic literacy skills. These women have now begun cooperatives and savings societies, and also women's forums to understand more fully the causes of poverty and how to find collective solutions. \$75,000.

Amuesha Pottery and Cultural Center, Oxapampa, Peru. To operate a pottery workshop and cultural center which are helping the Amuesha Indians gain economic self-sufficiency while preserving their culture. \$25,000 over two years.

PACT (PRIVATE AGENCIES COLLABORATING TOGETHER, INC.)  
777 United Nations Plaza  
New York, New York 10017  
(212) 697-6222

PACT is an international membership organization of private development agencies. PACT encourages collaboration among development agencies, and makes grants to selected development projects through its Technical Assistance Fund.

PRIMARY ISSUE INTERESTS: Broad interests, transcending major development issues. PACT's primary objectives are to increase collaboration among private development agencies around the world, and improve planning, implementation and evaluation of their projects. PACT supports collaborative projects seeking to improve living conditions and economic opportunities of low-income sectors in developing countries.

GEOGRAPHIC INTERESTS: Latin America, Africa, Asia

WOMEN IN DEVELOPMENT FOCUS: PACT has no particular emphasis on women in development. PACT staff does have a sensitivity to the needs of women in developing countries and encourages agencies to assess the impact of their projects on the entire low-income sector--men, women and children.

TYPES OF GRANTS: Grants are made for technical assistance costs of development projects (such as salaries, travel, training, office expenses). Grants are not made for pure research, disaster relief, endowment, major construction or capital costs.

GRANT-MAKING POLICIES: Most, though not all, of PACT's grants go to projects in which a PACT member agency is involved.

Organizations may submit either a proposal or a short idea paper to PACT for preliminary reactions. If the proposed project falls within PACT's criteria, PACT staff will work closely with the applying agencies in further developing and refining the project proposal. In working with the project applications, PACT's highly professional staff performs valuable project development and evaluation services as it assists the collaborating agencies to prepare a final proposal for PACT's Project Selection Committee.

*PACT*  
*(Continued)*

To be considered for PACT funding, projects should

- generally include at least one member agency plus one or more member or non-member agencies and should be related to their individual competencies;
- be designed to benefit low-income groups;
- attempt to meet important locally defined needs;
- involve the beneficiary groups in planning and implementation;
- include realistic levels of monetary and/or "in-kind" commitments from the beneficiary groups;
- be directed towards local control and operation within a specific time period;
- reflect a realistic degree of economic and/or social impact in relation to cost;
- have clearly defined objectives, activities, and progress indicators.

In addition to the above, project proposals should include:

- clear, achievable objectives;
- well thought-out, realistic implementation plan;
- evaluation plan, showing achievement indicators;
- capability statement demonstrating the technical resources each collaborating group brings to the proposed project;
- detailed budget.

A full description of information to be included in the proposal is available by writing to PACT.

Once PACT staff have worked through a project proposal with the collaborating agencies, it is

PACT  
(Continued)

submitted to the Project Selection Committee. The Committee, composed of six individuals not directly involved with any member agency, meets every two months. The project selection process normally takes two to four months, but often requires longer when PACT staff provide project development assistance prior to submitting the proposed project to PACT's Selection Committee.

LEVEL OF FUNDING:

Total (1977): \$1.5 million

(1978 projected total: approximately \$2 million)

Average grant is \$55,000 per year. PACT grants are usually for multi-year programs.

SAMPLE GRANTS:

Integrated Development, Colombia. Collaborating Agencies: SERVIVIENDA, CECIL, Hogar-Escuela, CIDES. (For low cost housing projects for lowest income sectors, revolving loan fund, family education program, development of consumer co-operatives and savings and loan associations.) (Five years, beginning July 1973) \$185,584

Appropriate Technology, Papua, New Guinea. Collaborating Agencies: International Voluntary Services, Volunteers in Technical Assistance. (July 1, 1976 - June 30, 1978) \$77,570

Small Business Development, Botswana. Collaborating Agencies: Partnership for Productivity, Botswana Enterprise Development Unit. (March 1, 1977 - September 30, 1978) \$116,185

Small Loans and Special Services, Dominican Republic. Collaborating Agencies: Mujeres en Desarrollo, Fundación Dominicana de Desarrollo, Instituto Dominicana de Estudios Aplicados. (January 1 - December 1, 1978) \$36,000

PAN AMERICAN DEVELOPMENT FOUNDATION  
1625 Eye Street, N.W., Suite C22  
Washington, D.C. 20006  
(202) 381-8651

KEY PEOPLE: Lois Linderking, Program Director

PRIMARY ISSUE INTERESTS: Making credit available to agricultural projects, crafts, small-scale industry and low cost housing; delivery of health services and development of health care infrastructure; day care; vocational and technical training.

GEOGRAPHIC INTERESTS: Latin America.

WOMEN IN DEVELOPMENT FOCUS: The Pan American Development Foundation believes that indigenous organizations must determine their own needs, and that initiatives for development must come from their own perceptions of their goals. Thus, the impetus for women's projects must come to PADF through Latin American women. PADF works to mobilize voluntary private sector resources in the U.S. to support development objectives once they are expressed.

PADF also serves as a "window" for Latin American women's groups to U.S. funding sources. The PADF also seeks to provide technical assistance and advisory services to Latin American women's organizations.

TYPES OF GRANTS: Grants and loans for operational projects. Also technical assistance, and transfer of equipment and medical supplies.

GRANT MAKING POLICIES: Women's organizations may apply for assistance from the Pan American Development Foundation by writing to Ms. Lois Linderking, Program Director, PADF/Washington. Letters should include a description of the project and the kind of resources needed to accomplish it.

PAN AMERICAN DEVELOPMENT FOUNDATION  
(continued)

PADF/Washington will determine whether it can be of assistance, and also try to mobilize other financial and technical resources.

PADF will be particularly concerned about the extent to which a project has been locally initiated. It also stresses project support which will help raise the living standards of the lowest-income people in Latin America and the Caribbean.

Project requests may be submitted in Spanish and English.

In addition to trying to link requests for assistance to other U.S. funding resources, PADF works to involve the local business sector in development efforts.

Since PADF assistance encompasses a variety of elements (financial, material, technical assistance, loans, networking to other sources of financial support), application procedures and time frame for decision-making vary from project to project.

LEVEL OF FUNDING:

Total Loan Funds as of 12/31/77: \$803,721  
for 11 National Development Foundations.

Program Services (18 months ended December 31,  
1977)

Material Services Program: \$115,243  
Technical and Financial Services: \$63,491  
Other Special Projects: \$28,567

SAMPLE GRANTS:

Loan Funds:

Fundación Colombiana de Desarrollo, Colombia.  
To support small scale industry and training  
programs. \$28,100.

Fundación Nicaraguense de Desarrollo, Nicaragua.  
To support small business, rural and  
agricultural development, vocational training,  
potable water and housing projects, marketing  
and women's cooperatives, center for cooperative  
training. \$80,000.

PATHFINDER FUND  
1330 Boylston Street  
Chestnut Hill (Boston), Massachusetts 02167  
(617) 731-1700

KEY PEOPLE: Ms. Freya Bicknell, Chief of Women's Programs  
Ms. Judith F. Helzner, Associate in Women's Programs

PRIMARY ISSUE INTERESTS: Population and family planning. Pathfinder is also interested in projects which increase the status and income-earning capacity of women, though funds for these activities are very limited.

GEOGRAPHIC INTERESTS: Latin America, Africa, Middle East, Asia

WOMEN IN DEVELOPMENT FOCUS: The Pathfinder Fund's program interests include supporting projects which "improve the ability of women to become more fully integrated into the development process and/or encourage their active participation in the socio-economic development process." Also, Pathfinder considers it important that population and family planning projects include women in executive positions.

TYPES OF GRANTS: Action-oriented projects aimed at policy-level changes or changes at the community level. Pathfinder often funds demonstration projects.

GRANT-MAKING POLICIES: In addition to furthering the integration of women into the development process, the Pathfinder Fund supports activities which:

-promote, improve and increase the availability of fertility services by:

- (a) supporting the development of family planning services in regions where they are lacking or inadequate,
- (b) assisting programs which seek to improve the quality and effectiveness of fertility services.

*PATHFINDER FUND  
(continued)*

-support activities to help leaders understand the problems of accelerated population growth and the steps which might be taken to bring population and resources into balance.

The Pathfinder Fund generally supports community-level projects of indigenous organizations, with little funding for outside experts.

Women's projects should be submitted to Freya Bicknell at the Pathfinder Fund in Boston. Pathfinder does have regional representatives in the field (see list at end of this section) who may be brought into the project review process once the women's programs section at Pathfinder headquarters has made a preliminary review of the proposal.

Proposals may be submitted in English, Spanish or French.

Project proposals should include a summary of the project, a description of the applying organization and qualifications of its staff who will work on the project, a statement of the need which the project is designed to meet, project objectives, evaluation plan, time frame, budget, and the expertise of any other individuals or organizations to be included in the project.

Proposals are reviewed at the Pathfinder Fund in Boston. The review process generally takes from four to ten weeks.

**LEVEL OF FUNDING:**

1977 total project funding: \$2,639,022.

Grants for women in development projects average \$10,000. For family planning projects in general they average \$25,000 for one year.

*PATHFINDER FUND*  
*(continued)*

SAMPLE GRANTS:

A private women's center located in Port-au-Prince, Haiti. To support core staff and operations with the goal of helping the center develop into a coordinating agency for many women's activities in Haiti. The project is in its first year, with a second year of funding likely. Annual funding range: \$5,000-\$10,000

A self-help women's organization in Kenya, with affiliate local groups throughout the country. A tentative grant, to provide training and funding to carry out motivational activities for family planning in selected provinces. Once the first year funding is approved and the project begins, continuation of support will depend upon program results. First year funding range: \$80,000-\$100,000

REGIONAL REPRESENTATIVES:

NORTH AFRICA AND THE MIDDLE EAST:

Douglas Deane  
The Pathfinder Fund  
30 Avenue des Arpillieres  
1225 Chene-Bougeries  
Geneva, Switzerland      Tel. (022) 49 10 04

SUB-SAHARA AFRICA:

Dr. Marasha Marasha  
The Pathfinder Fund  
P.O. Box 48147  
Nairobi, Kenya      Tel. 24154

LATIN AMERICAN (NORTH) and the CARIBBEAN:

Dr. Alberto Rizo  
The Pathfinder Fund  
Apartado Aereo 17132  
Bogota, Colombia      Tel. 83 1537

LATIN AMERICA (SOUTH):

Dr. Werner Bustamante  
The Pathfinder Fund  
Avda. Apoquindo 2735  
Depto. 801  
Santiago, Chile      Tel. 74-0995

## RAISING FUNDS FROM U.S. MULTINATIONAL CORPORATIONS

Multinational corporations are potentially a good resource for women in development projects. U.S. corporations, by law, may give up to 5% of pre-tax earnings to nonprofit, charitable, tax-exempt activities, and receive a U.S. federal tax deduction for these contributions. However, U.S. corporate giving currently averages only 1% of pre-tax earnings, and most of this currently goes to U.S. domestic concerns.

Multinationals make grants to U.S. and indigenous PVOs for projects in the regions and countries where the corporations have operations. Many U.S.-based corporations have set up corporate foundations through which they make grants. Other corporations simply make grants through their corporate budgets. Whichever grant-making system is utilized, some generalizations can be made about corporate grant-making, and how to determine the best corporate prospects for women in development projects.

### Why Corporations Make Grants

Corporations make grants to private, nonprofit, voluntary organizations for several reasons:

- (1) Corporations believe it is their "corporate social responsibility" to be concerned about and help alleviate the social and economic problems in the communities where they make their profits. "Corporate social responsibility" is a concept tied to corporate profits. If a company is making money in a particular community, it should also be concerned about the welfare of that community. Thus, it is important to determine in what locations and from what consumer groups a multinational corporation is making its profits.
- (2) Corporations are concerned about their "corporate image". They believe their grants to cultural and community service activities demonstrate good will in the community, and therefore improve their standing. To the extent that supporting a particular project or activity will enhance a company's image in the community, or with a consumer group, or with a host government, the company will be interested in supporting that activity.

- (3) U.S. corporations receive an income-tax deduction for up to 5% of pre-tax earnings for grants to nonprofit, tax-exempt organizations.

Generally, a corporation will need documentation of an organization's nonprofit, tax-exempt status before it will make a grant. Overseas, it varies from corporation to corporation as to whether indigenous PVOs must have the U.S. IRS 501 (c) 3 classification, or if having nonprofit legal status from their own governments is sufficient.

These reasons behind corporate giving are profit-related. Profit-making is the primary business of corporations, and it is important to understand and respect this when dealing with multinationals.

Many multinational companies do have a genuine concern about social and economic conditions in developing countries, and they should be approached for assistance both on the basis of how their support will be of significant service to the community, and in relation to how the company's participation will further its corporate interests.

Important Criteria to Determine which Multinational Corporations to Approach.

- (1) Find out which countries the company is operating in. Where is it making its profits?
- (2) Determine to what consumer groups the company's product are marketed. For women in development projects, one might look to food producers, pharmaceuticals, cosmetic companies and manufacturers of other commodities women use.

It is true that low-income women probably are not large consumers of some of these products, and some commodities are marketed to women and children without their best interests in mind. However, the important point is that, as the long-term process of increasing income-earning capabilities and improving the quality of life of low-income women opens better opportunities for these women, they will become more important and discriminating consumers of a multinational's products.

A link can also be made between the substantive issue interests of a project (agriculture, health, nutrition) and the commodities of a company. Multinational companies manufacturing and distributing agricultural equipment and supplies are likely to be interested in agricultural projects.

Finally, many of the major oil companies and other large multinationals which operate in several of the developing countries generally tend to be good prospects.

- (3) Another important criterion which sometimes leads to a project grant whether the above two criteria are present or not, is the personal link between a PVO's Board and staff and the Chairman, Board of Directors and key officers of a multinational corporation. Corporate fund raising is very much a people-to-people process, and many grant decisions are made on the basis of who knows whom. For women in development projects, one should particularly identify any women among the Board of Directors or key senior staff and determine whether they are sympathetic and willing to support the grant request.

The people-to-people dynamic can be equally important for indigenous PVOs in developing countries. They should get to know the U.S. corporate representatives stationed in their countries, and consider them a good resource for their projects. Grants are often made because the grant-maker knows and shares mutual interests and concerns with the recipient.

#### How to Get Information About Corporations

There are a variety of resources available to learn about multi-national corporations, where they operate, how they make their profits, and key corporate officers.

Annual Reports are one of the best sources of information. Corporations publish these each year, usually in April or May, and they are available free of charge by writing to the company. Annual Reports tell you about the company's business, give you a list of the Board of Directors and senior corporate officers, and often, though not always, tell you in what countries the company has interests.

The Directory of American Firms Operating in Foreign Countries is another good reference. (Volume 2 of the American Encyclopedia of International Information compiled by Juvenal L. Angel, Director, World Trade Academy; Simon and Schuster, Inc., 1 West 39th Street, New York 10018). The directory provides information in two categories: (1) an alphabetical list of the individual multinational companies with countries where each operates; and (2) a country-by-country list, with the multinationals operating in each country. The Directory is a good guide, though it does not differentiate between countries where a company actually owns the plant or a percentage of it, from countries where the company might have a wholly-owned subsidiary. This distinction is important, since companies will leave corporate philanthropy of a wholly-owned subsidiary completely in the hands of the local, in-country company. It is there, and not at the U.S. company headquarters, that any cultivation should be directed.

Standard & Poor's Register includes company names, addresses, telephone numbers, a list of the Board of Directors and key senior officers, the company's commodities, a state by state index of companies, and brief sketches of corporate directors, listing other directorships in business and public life. (Write to Standard and Poor's Register, 345 Hudson Street, New York, New York 10014.)

Fortune, Forbes, Business Week and other business magazines keep the reader abreast of developments in the business world. They also help familiarize one with corporate language. Often these magazines have articles about international business. Fortune and Forbes also publish an annual ranking by profits of the major corporations (including some based outside the United States).

The Foundation Center (888 Seventh Avenue, New York, New York 10010) publishes reference books about foundation giving. If a corporation has a corporate foundation, these books are useful tools.

The Taft Corporation publishes a Corporate Foundation Directory, including information about grant-making activities of many of the multinational corporations. (Write to the Taft Corporation, 1000 Vermont Avenue, N.W., Washington, D.C. 20005.)

## Cultivating a Multinational Corporation

Indigenous organizations in developing countries should go to the corporate representatives in their community. Many corporate offices overseas have their own budgets to support local community activities, and they should support women's projects. Women are important consumers for these companies. They make up 50% of the community in which the company wants to have a good image. These facts should be used in presenting project requests to companies.

U.S. PVOs should approach the U.S. headquarters, and then possibly the field office, depending on the company. One should ascertain first if there are any personal links between the key individuals in the PVO and in the corporation. At the least this may help secure an appointment with the right headquarters person to get a good hearing.

In lieu of a Board level contact, the cultivation should begin with the key public affairs officer. (This person may be called Vice President or Director of Public Affairs, Community Relations, Public Relations, International Affairs, or Governmental Relations.) One can get the name by telephoning the company and asking for the key person who handles grant-making.

This public affairs person can advise whether it is important for the U.S. PVO to also cultivate the corporate representative in the field. This cultivation is well worth the time, in any case, with the large multinational corporations. Often a favorable endorsement from the field office will be a deciding factor in the final grant-decision made at the headquarters office. Occasionally, the decision to make a contribution rests wholly with the corporate office in the country where the project is located.

Organizations should not overlook the important resources corporations have to offer beyond outright financial grants. Corporations sometimes make their business expertise, xeroxing or printing facilities, supplies and equipment available to organizations, either in the U.S. or other countries.

Some of the corporations which operate in Latin America have regional offices in the Miami/Coral Gables, Florida area. An endorsement from these offices as well can be important. Stopping in Miami enroute to and from Latin America is easy, and in many cases is well worth the time.

Another important factor in cultivating corporations is that they like to travel in numbers. Once you get a contribution from one oil or pharmaceutical company, use it as leverage with the others.

### Proposals to Multinational Corporations

The typically long proposals that organizations submit to foundations, U.S. Government and international development agencies are not appropriate for corporations.

The initial proposal to a corporation should be a short (1 - 2 pages) description of the project, with clear, measurable objectives. Corporations are used to working with quantifiable results. Often human assistance programs don't seem to lend themselves neatly to quantitative measures, but it is important to "speak the corporate language" when cultivating multinationals.

Corporations are concerned about cost/effectiveness. They are attracted to projects which maximize the use of resources. It is important to demonstrate for a corporation how its contribution will produce twice or three times the value in results.

After the one or two page project description is submitted, the corporation may want other information. This is the time to supply more lengthy documentation.

It is important to stress in proposals to U.S. multinational corporations the dynamics of interdependence between the U.S. and developing countries, and the important resource represented by women in these countries. This fact is often under-utilized.

In addition, there is a natural link between corporate and PVO activities in a country. Corporations provide technical know-how and develop economies and commodity resources. PVOs are concerned with human resource development which should go hand-in-hand with business development.

U.S. corporations usually draw up their budgets in the fall, and it is then that most grant decisions for the upcoming year are made. So it is important to make your case to companies by August or September, and maybe October at the latest, to be considered for the next year's budget.

In years of good profits, corporations may also have some funds to disburse at the end of the calendar year, to take advantage of tax deductions.

### Types of Grants

Corporations make different kinds of grants to organizations:

- for general support, without any specification of exactly how a grant is to be used beyond the general purposes of the organizations;
- for specific projects; and
- as in-kind contributions. (Corporations may contribute equipment, supplies and personnel to an organization.)

General support grants to U.S. PVOs average \$1,000 to \$5,000. For indigenous groups in developing countries, the average is somewhat lower, relative to the value of dollars in those economies.

Corporations often determine the amount of general support provided to an organization on the basis of its total budget. Corporations do not want to play a very large percentage in an organization's budget, and will gear their contributions accordingly (i.e., for an annual organizational budget of \$500,000, a company probably won't give more than \$2,000 or \$3,000).

Corporations also prefer to spread their money around, rather than giving large chunks to one activity.

While the amounts seem low, it takes relatively little time to cultivate a corporation (one, two or three short letters, a personal visit, a few phone calls). Once the corporation makes a general support grant, it often continues the grant for two or three years or more, with only periodic feedback needed from the grant recipient on what the money was used for.

Grants from corporations designated for a particular project may be anywhere from \$1,000 to \$100,000. These grants are usually made to projects located where a company has a very strong interest, or where someone in the organization knows the Chairman of the corporation's Board or a key officer.

Project proposals to corporations are usually shorter than those to large foundations, A.I.D. and other development agencies, and companies do not become extensively involved in the project design as other funding sources often do.

The New TransCentury Foundation--under a grant from the Office of Private and Voluntary Cooperation of the Agency for International Development--provides management and program development services to private and voluntary organizations working in Third World Development. These services include training and technical assistance in administration, financial management and systems, personnel policies and recruitment, program and project planning and evaluation, corporate planning, and organizational development and fund raising.

The Secretariat for Women in Development of New TransCentury Foundation was established to assist PVOs increase their capacity to involve women in the development process, both as beneficiaries and providers of services.

The Secretariat is a resource for organizations through:

- publications ("Development as if Women Mattered: an Annotated Bibliography with a Third World Focus," a directory of WID projects, case studies of projects, and a bulletin of funding resources),
- a central information clearinghouse on women in development issues,
- workshops, seminars and conferences for U.S. development professionals and indigenous women's groups.

Voluntary agencies interested in any of these services should write or telephone Warren W. Wiggins, Director of the New TransCentury Foundation; Brenda Eddy, Vice President; or May Rihani, Vice President, and the Director of the Secretariat for Women in Development.

New TransCentury Foundation  
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