A CALL TO ACTION
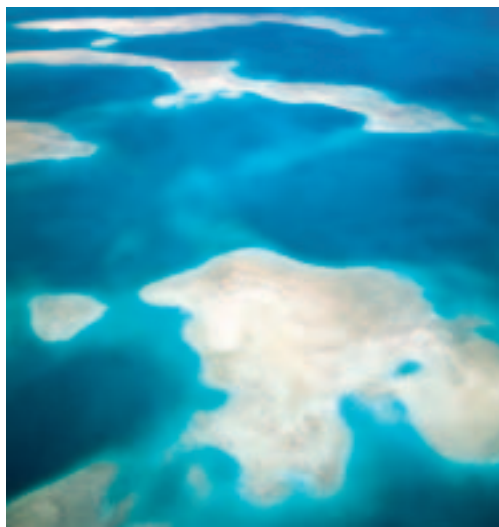
Improving Indigenous Peoples' Access to Conservation Funding

Successful Fundraising Step-by-Step

FIRST PEOPLES WORLDWIDE

"*A Call to Action*" represents the second time First Peoples Worldwide has successfully collaborated with the World Bank. Previously we partnered with President James Wolfensohn and Vice President Ian Johnson to design and launch the first World Bank Grants Facility for Indigenous Peoples. Modeled after our own small grants program, Keepers of the Earth, the Grants Facility for Indigenous Peoples has become not only a flagship in successful partnership with Indigenous communities for the Global Environment Facility (which funds it), but a beacon of local empowerment through effective direct grants that tap the inherent but often invisible capacity of Indigenous Peoples. "*A Call to Action*" builds on this work through a two-year collaboration with GEF to research and document the barriers Indigenous Peoples face to accessing private foundations, donors, and agency grant programs. What we learned through our partnership with GEF is how to bridge two world views. The conventional model of grants and giving is based upon charity, in which the primary transaction is driven by the donor's analysis and strategy. The Indigenous model for giving is one of reciprocity, where the mutual benefits are found in both the giving and receiving. As the World Bank and GEF transition from the former era of safeguarding Indigenous Peoples and "doing no harm," collaborations such as A Call to Action will build the path to a new era of "doing good" in partnership with Indigenous Peoples. We look to more such leadership from Monique Barbut as we celebrate the 20th anniversary of GEF and her leadership throughout.

Rebecca Adamson
President & Founder
First Peoples Worldwide

Indigenous Peoples, who number approximately 300 million worldwide, have served as stewards of the land for centuries. Establishing an environment conducive for the preservation of biological diversity and reducing land degradation through sustainable use of natural resources worldwide therefore, depends on the active and effective engagement of Indigenous Peoples. Assessment and Recommendations on Improving Access of Indigenous Peoples to Conservation Funding, the GEF-funded grant behind this publication, sought to broaden the inclusion and participation of Indigenous Peoples' in natural resource management and preservation of biodiversity by filling gaps in engagement, capacity and, very importantly, in access to funding to help support, and sustain, their ongoing stewardship.

The World Bank has been proud to be a partner in this effort, which complements our mission to support client countries to better address issues of poverty and social exclusion among Indigenous Peoples. *A Call to Action* is another step in the right direction. Empowering Indigenous Peoples' through enhanced inclusion, involvement in policy dialogue and increased access to funding ensures that they are not forgotten partners, and helps ensure the important stewardship of the world which we inhabit.

Karin Shepardson
Program Manager, ENVGCMP
Environment Department, World Bank

Throughout GEF's history we have valued the voice of indigenous people who rely on traditional knowledge and sustainable resource management practices to thrive in all corners of the world. What is past is prologue and as part of our ongoing effort to learn from their example we are firmly committed to strengthening the participation of indigenous communities at all stages of our projects. This means from design to implementation all the way through to monitoring and evaluation we must ensure their views and concerns are made known and taken into account. Too often indigenous peoples' land, territories and resources are used without proper consultation or consideration, damaging the land and its inhabitants.

At the GEF our job is to protect the planet for every voice in every country we serve so it is our hope that this publication will help stakeholders move forward with these important conversations to ensure proper safeguards are followed. Clearly there is more work that needs to be done. That is why we must take decisive steps now to ensure the needs of communities are always considered: indigenous people deserve a more direct role in decisions that impact their land and their people and *A Call to Action* is one tool that can help get the job done.

Monique Barbut
CEO
Global Environment Facility

A CALL TO ACTION

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FIRST PEOPLES WORLDWIDE
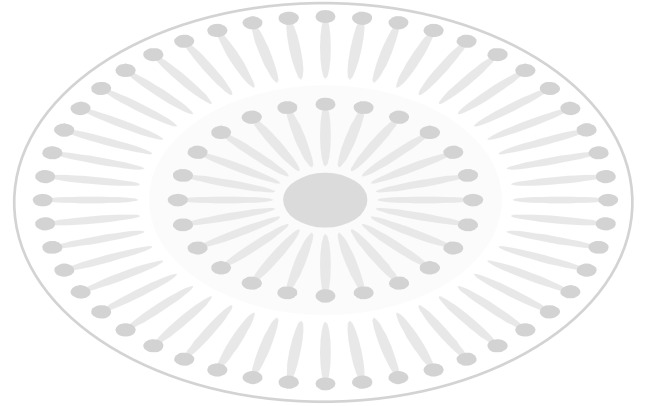
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INTRODUCTION

ACall to Action: Improving Indigenous Peoples' Access to Conservation Funding is the most recent outgrowth of First Peoples Worldwide's mission of attaining a sustainable future for all human beings—a mission that is founded on Indigenous values. We believe, based on experience, that by supporting Indigenous communities and engaging key political, economic, and social institutions, together we are able to innovate and demonstrate solutions that combine the best of Indigenous practices and of contemporary practices.

As Indigenous communities increase their traditional land-use practices, nurture biodiversity, manage their territories, and improve their various infrastructures for environmental stewardship, First Peoples Worldwide hopes this guide will become instrumental in building their capacity as successful international grantseekers. At the same time, international donors in conservation must soon learn, for the sake of everyone on our increasingly resource-hungry planet, that funding Indigenous Peoples to protect and steward their own lands is a strategic and effective means of salvaging biodiversity and the cultures that safeguard it.

I ask that grantmakers and NGOs who fund and assist Indigenous communities include Indigenous Peoples on their boards to strengthen leadership and to ensure that the interests of the community come first.

For thousands of years, those interests kept environments pristine. Now, as ecosystems mutate and vanish and take cultures of stewardship with them, we as donors need to direct resources to Indigenous Peoples and their models of modest, irreplaceable, "evergreen" cultures, and accomplishments. In a cash and credit economy, building their capacity to succeed as grantseekers is a first step toward sharing their models widely.

First, it is important to understand that in conservation funding, science-guided global approaches rule. Thus, a change in the "Western" perception of the mechanisms of conservation must precede a more widespread sharing of Indigenous practices. Such shifts in thinking do not come easily, but we have seen it happen.

Our mission and work carry on a 30-year engagement with Indigenous Peoples, beginning at the organization I founded in 1980, First Nations Development Institute. Relying on community recommendations

and philanthropic investment, First Nations envisioned and implemented two sequential 10-year action plans for culturally appropriate, private sector economic development in Indian Country USA. While with First Nations, I assumed a place on the Council on Foundations Board of Directors; co-founded Native Americans in Philanthropy with Louis Delgado and Dagmar Thorpe; and entered the realm of international Indigenous affairs with assistance from First Nations consultants such as Kristyna Bishop, David Brownstein, and Lori Udall, ultimately founding International Funders for Indigenous Peoples. By standing on the shoulders of many giants, I earned recognition from organized philanthropy that included the John W. Gardner Leadership Award from Independent Sector and the Robert W. Scrivner Award for Creative Grantmaking from the Council on Foundations.

By that time, organized philanthropy began to recognize that Native communities in America combine pragmatic, flexible solutions with a way of thinking globally. Viable problem-solving became engrained in Native Americans through thousands of years of cultural adaptation. Through this evolution of knowledge and practices, Native peoples in America were able to produce measurable gains within their communities. Not the passage of time or the fact of ancestry, but the learning and sharing and associated rituals, generation to generation, created cultures of stewardship based on traditional ecological knowledge.

But for those gains to be sustainably globalized, the paradigms and lessons that made First Nations a breath of fresh air in American philanthropy and a groundbreaking organization for Native Americans needed an institutional setting. We founded First Peoples Worldwide to provide it.

First Peoples too stands on the shoulders of giants–from our Indigenous community grantees in the field to our partners in research such as Janis Alcorn, Mac Chapin, Mark Dowie, Yumi Sera and many others. As our guide to conservation funding makes its way in the world, we hope to count conservation funders among them.

We must also acknowledge specific contributions to this guide. Global Greengrants gave us a good start on our List of Environmental Funders by Continent and Country. A collaborative project with International Funders for Indigenous Peoples helped to fill out our resource lists.

Lastly, we offer our gratitude to our grantmakers and grantseekers for their invaluable energy, belief, hope, and hard work. This is a guide not for one or the other, but a bridge for both to broader partnerships. Above all here, we thank the Bay and Paul Foundations for steadfast dedication to the grantmaking principles and paradigms upheld in our **Call to Action**. Also most worthy of mention here is the Global Environment Facility, which continued its engagement with higher goals for Indigenous Peoples through indispensable support of this project.

Together, with a similar dedication, we can help turn back the tide of harm to Mother Earth and indeed create a sustainable planet– for seven generations to come.

Warm regards,

Rebecca Adamson
President and Founder
First Peoples Worldwide

A CALL TO ACTION

1

*I*mproving Indigenous Peoples' Access to Conservation Funding is a call for collective action by Indigenous groups, their allies, and philanthropic leadership for an expanded pool of donors, for existing donors to step up their funding, and for a commitment of support for Indigenous-designed and -implemented projects. An essential component of this call to action is the promotion of more equitable funding between the efforts of conservation entities and those of Indigenous stewardship. To date, the vast majority of literature makes a very strong case for action in this direction. Research and scientific literature have begun to document the efficacy of traditional land stewardship practices in protecting and promoting biodiversity. (M. M. R. Freeman, "The Nature and Utility of Traditional Ecological Knowledge," *Journal of the Canadian Arctic Research Committee*, 20, no. 1, cited in Mark Dowie's *Conservation Refugees: the Hundred-Year Conflict Between Global Conservation and Native Peoples*; Dowie also cites Inuit observations on caribou and musk oxen that ultimately corrected major policy flaws after independent monitoring. For a key analysis in the growing case for traditional Indigenous fire management practice,

see Jayalaxshmi Mistry, et al., "Indigenous Fire Management in the *cerrado* of Brazil: The Case of the Kraho of Tocantins," *Human Ecology, Vol. 33, No. 3, June 2005*.)

Indigenous territories contain 80 percent of the remaining biodiversity, yet donor databases demonstrate a wide disparity between the funding flows to large international conservation organizations and those flowing directly to Indigenous stewardship. Gaps in engagement, gaps in data and documentation, gaps in the political will of philanthropy to prioritize Indigenous funding, and gaps in the capacity of Indigenous communities all converge into the perfect storm of neglect and racism Indigenous Peoples face when fundraising.

Despite the millions of dollars of aid and philanthropic dollars going to relieve the poverty of Indigenous Peoples throughout the world, that poverty persists and even deepens as cultures erode and spiritual attachments to land and living beings diminish. Many in the philanthropic community explain this failure as the result of a lack of capacity by Indigenous communities, a shortcoming they often address by funding intermediaries working on behalf of Indigenous Peoples.

But perhaps the challenge lies not in the capacity of Indigenous communities, but instead in the capacity of donors and funders to adapt their paradigms to the profound worldviews of Indigenous Peoples.

To understand these differences, compare a science-based conservation paradigm with an Indigenous Stewardship paradigm. Science-based conservation perpetuates an "ideal" of pristine wilderness free from human actions while Indigenous Stewardship holds that humans are a part of nature: two worldviews—two different paradigms. The one favored by donors deploys a paradigm of mitigation. One such mitigation strategy is to create protected areas as a counterbalance to society's exploitation of the planet and pollution of the environment, thus relieving individuals of any direct responsibility or accountability for the planet as a whole. Indigenous Stewardship deploys a paradigm of mutuality—protection and production—production and protection. The ecosystem is protected because it produces our livelihood, and the ecosystem produces our livelihood because it is protected. This symbiotic relationship holds each individual member of society responsible and accountable for their place on the planet—a stark contrast to mitigation.

In our work with corporations seeking to operate in Indigenous territories, we commonly find approaches that seek to solve the problems as corporations perceive them. Like donors, these corporate actors respond to normative definitions of success that they have determined. Yet true understanding of success is shaped by worldviews and values. Like corporations, donors are often blind to the vastly different values between their cultures and the cultures of Indigenous Peoples. Well-meaning attempts to bring jobs and other economic opportunities to Indigenous communities too often fail to bring the promised prosperity and instead lead to loss of culture and deepened poverty and a sense of hopelessness. This is because when corporations focus on telling Indigenous Peoples what is best for them, when they seek to act on behalf of Indigenous Peoples without listening to the communities' needs and aspirations, then their efforts, at the end of the day, become the latest manifestation of assimilationist pressure on Indigenous Peoples to conform to the expectations of the dominant culture.

Foundations and other donors are often quick to criticize corporate failures to respect Indigenous rights, but for most Indigenous communities, donors conduct their operations in similar ways. For example, there are virtually no Indigenous Peoples on philanthropic boards or staff. Initiatives and funding agendas are without input from Indigenous Peoples. Donors seldom comply with the international standards of Free, Prior, and Informed Consent; and the single-minded focus on Indigenous capacity-building is rooted in the same conformist impulses that corporations so readily embrace.

Philanthropic Paradigms

The dominant philanthropic paradigm in the United States centers on giving funds to aid and assist others in need, often others

In 2009, the Amazon Alliance ceased operations. In a press release, they stated that the reasons for closing were complex, but one of the major problems they cited was donor funding practices that were incongruent with healthy organizations. The Alliance statement cited donor practices that pitted members against members, often supporting activities that drained the organization rather than enhancing the programs. There is no record to indicate whether any donors responded to the Alliance statement. Alliance further stated that funders played politics, and this should be a really big NONO, just as for any corporation that plays politics—picking and choosing sides and empowering leaders they choose rather than assuring all voices are heard so that traditional decision-making can happen.

perceived as less fortunate. The power relationship in this paradigm is clear: it flows in one direction, from strong giver to weak grantee.

The values that undergird this philanthropic paradigm are foreign to the worldview and values operative in most Indigenous communities. Rather than practicing charity, most Indigenous communities instead stress reciprocity: both parties receive something of value across the giving relationship.

Whereas the charitable model centers on a transaction, the reciprocal model is focused on relationship. Within the charitable model, one party has something to give, and the other has something to receive. Within the reciprocal model both parties give AND receive.

If the capacity debate continues to focus on the capacities that Indigenous communities must develop, then we can expect continued cultural loss and impoverishment of Indigenous Peoples. If foundations and national donors continue to fund non-Indigenous groups to act on behalf of Indigenous Peoples perceived as unable to act for themselves, then we can expect the million-plus number of Indigenous Peoples evicted from their lands, by foundation-funded conservation groups, to grow rapidly.

Changing Outcomes

However, if there is an appetite for changing outcomes in Indigenous communities, the first step for donors is self-reflection. It is all too easy for dominant-culture institutions to assume their worldview and values as normative and universal. They are neither.

This is not to advocate that foundations abandon their values and worldview, rather recognize that other cultures have worldviews that are strikingly different and highly valuable. Clarifying their own values and worldviews will allow them to more clearly understand how the values and worldviews of Indigenous communities differ. The

foundation, then, can begin the process of adaptation by expanding their own capacity to enter into mutually enriching relationships (rather than simply executing transactions) with Indigenous Peoples.

Embracing the reciprocity model of philanthropy demands that foundations greatly expand their capacity to listen and to shape their programs in response to what they hear. It invites them to reflect on and articulate what they themselves hope to receive from the giving relationship.

Telling Their Own Stories

One simple, yet powerful example from our work at First Peoples Worldwide is our experiments with allowing Indigenous communities to videotape their grant requests. Well aware of the significant barriers our existing grant application process caused—from the reliance on the English language to the goal of laying out a strategy in a linear fashion—we put out a request for communities to tell us about their needs and ideas for adapting to climate change in video form. The responses were overwhelming, providing a far richer sense of the needs and the intricate set of relationships the community was tending. Rather than receiving a neat reductionist proposal, we marveled at the complex, yet well understood work that lay before those who sought to strengthen their communities.

Lack of financial resources has been an impediment to the development of Indigenous Peoples, but a far greater impediment is the repeated denial of their rights to tell their stories and to articulate their dreams and aspirations, particularly when they encounter institutions with much greater power. No amount of money can improve the lives of Indigenous Peoples, if these flows of funds are not accompanied by relationships focused on listening and allowing Indigenous communities to define their own destinies according to

their own understandings of success and well being.

Funding Patterns

The majority of the funding for Indigenous organizations comes from Europe. It is supplied by national governments (through their foreign ministries), NGOs, religious groups, and more recently, the European Union. Holland, Denmark, Norway, Germany, and Spain all have official policies for working with Indigenous Peoples. Most other countries—Austria, Belgium, Italy, et al.—have provisions for assisting Indigenous Peoples, but no formal policies. Recently, the European Union developed a policy for working with Indigenous Peoples in several ways: from foreign ministries through local embassies to Indigenous organizations; from European embassies to local non-Indigenous NGOs that work with Indigenous organizations; from foreign ministries in Europe to European NGOs located in Europe that then pass the money on to one of their offices in the country or directly to Indigenous organizations; and from several centralized mechanisms in the European Union to a collection of NGOs and Indigenous groups working in partnerships. The total is a substantial amount of financial aid that flows out of Europe into both Indigenous causes and Indigenous hands.

The United States has nothing comparable to the European system either in magnitude or in complexity; it also lacks the interest shown by the Europeans. The U.S. counterpart of Europe's foreign ministries, the U.S. Agency for International Development, has no policy for dealing with Indigenous Peoples (although it does refer to them in several documents as a "target group"). The only money USAID provides for work with Indigenous Peoples is routed through conservationist NGOs (e.g., World Wildlife Fund, The Nature Conservancy) and consulting firms such as Chemonics Inc. and International Resources Group.

However, a greater potential source of support in the U.S. is with private foundations. These come in all shapes and sizes, with different agendas and political orientations and internal structures, and it is difficult to generalize about them. Yet one common feature is that Indigenous Peoples are seldom regular recipients of their grants. Several large foundations—Ford and MacArthur, among others—have made attempts to work with Indigenous Peoples, but the efforts have been uneven, and their grants have often been channeled through intermediaries. Several smaller foundations, such as the Moriah Fund and the Garfield Foundation, have had programs that support Indigenous groups directly or through reliable intermediaries, and these are to be lauded. Their impact, however, remains modest in the larger scheme of things.

European support of Indigenous Peoples is effective in two major ways. First, the Europeans stress "process" over discrete projects with a short time frame (as U.S. foundations tend to stress), and their support has been continuous over decades, through good and bad times alike. This approach stresses capacity-building, training, and education, with the underlying principle that the Indigenous groups need to strengthen their ability to deal with the non-Indigenous world more effectively. Secondly, most European agencies try to respond to the needs of the Indigenous communities rather than impose their own agendas. In the environmental sector for example, they focus on sustainable development, systems of fresh potable water, and other measures sought by the communities; this is in sharp contrast to the overly prescriptive environmental programs of many U.S. foundations, which highlight biodiversity conservation.

Invisible Capacity

Many conservationists and donors alike cite a lack of capacity as one of the major challenges

facing Indigenous Peoples as they try to access funding. And many Indigenous groups admit that the application, budgetary, and reporting forms of different donors are difficult to manage.

At First Peoples Worldwide, we recently completed a three-year study on How to Improve Indigenous Peoples Access to Funding, funded by the World Bank. A global survey was conducted among 130 Indigenous practitioners across four regions, Africa, Asia, Latin America, and the Pacific, to collect information on their fundraising experiences and to identify and document core community capacities.

A series of roundtables was held between June 2007 and June 2010 in each of the regions. Participants were community-based practitioners involved either in stewardship projects or in local alternative sustainable development and income-generating projects. All roundtable participants completed the survey.

The findings indicate that donors are failing to recognize existing capacities and that the bureaucracy they impose often limits or even prevents the engagement or use of those capacities. The consequences are lost opportunities for improvements, lack of leverage to increase resources, limited impact on what action is taken, and minimal results for desired outcomes. Surprisingly, the study found that corporations' approach to funding tends to be more reciprocal than that of foundations. They are better at consulting and listening and more transparent in their practices.

Part of the project involved an experiment to see how the 25–35 participants at the roundtables in Africa, Asia, and the Pacific would give away $20,000 (our roundtable in Latin America was not a part of the experiment). In deciding how to do this, participants consistently set out transparency, fairness, and consensus as their operating values. The processes and grant decisions varied widely, but a range of capacities

A Mursi Elder, Name Withheld, Stands Before a Map of Indigenous Lands Completed During the Roundtable At Koiyaki Guiding School in the Maasai Mara Region of Kenya. (Photo by Peter Poole)

The Roundtable in Chiang Mai, Thailand, Included an Afternoon on Trails Used by Thai Hill Tribes, Such As the Mlabri. (Photo by Wendy Tan)

Throughout the Pacific Region, Indigenous Peoples are Uniting to Protect Their Ancestral Marine Territories. During a Break from the Roundtable in Fiji, Participants Test the Waters. (Probable Photographer Wendy Tan)

David Itch, Maya Cartographer, Attending a Workshop in Belize (where Sarstoon Temash Institute for Indigenous Management Is a Keepers of the Earth Grantee), Discusses Aerial Imagery of Maya Community Lands That He Had Photographed on a Flyover That Morning, Processed During Lunch, and Projected in Time for Tea. (Photo by Peter Poole)

emerged. Mobilizing untapped resources, leveraging results, and applying sophisticated strategic action were evident in each region. All grant discussions were videotaped in order to assess specific capacities and to develop training for donors on how to identify and make use of local knowledge.

Groups from the Pacific region used their $20,000 to set up a learning exchange among the Asia Pacific islands to share information about how to enforce regulations against fishing in protected marine areas. The islands whose enforcement was most successful got $5,000 apiece for travel among islands to share with others how they did it. So while four islands received grants, many more communities were able to benefit from learning about the more successful enforcement models. This achieved the widest possible distribution of limited resources. Practitioners were very strategic in picking models and in working out how to expand this success.

In Africa, the group decided to divide the $20,000 equally among them. Many funders would say this was the least strategic way to go. However, they wanted to build political solidarity: a crucial step for Indigenous Peoples in the African environment. A nascent network formed, a long-term vision emerged, and the basic political platform for co-management and Indigenous stewardship was agreed upon. Crucially, the African roundtable grantees adhered to their cultural value of the widest distribution of resources to *avoid* the 'haves' and 'have-nots' syndrome that is so disruptive to Indigenous practices and balance.

In Asia, the group focused on an immediate need. One of the Karen communities in Thailand was in imminent danger of eviction. The group dedicated half of the $20,000 directly to the 5,000 Karen people of the Aub Khan River basin. The rest was divided among Indigenous groups equally. Evident here was the cultural norm of sharing and helping, along with the pragmatic realities of building political solidarity and responding to a situation of imminent threat in which many of the Asian roundtable grantees could envision themselves.

For all groups, rather than trying to determine whose needs were 'greatest' or which project was 'best,' funds were consistently distributed widely among communities. The decisions reflected a sure grasp of the best way to leverage their resources, including learning from each other. They also accorded with

deep cultural values to build relationships of reciprocity, and just as in Africa, they all avoided creating 'haves' and 'have-nots'—establishing formal ties that would keep them working together long after they parted. All of this demonstrates critical, untapped capacities that foundations could catalyze with more culturally sensitive practices.

As we reflected on the outcomes of this three-year study, it was clear that new models will form when donors come to the table as true partners with Indigenous Peoples—not in transactions where Indigenous Peoples are funded to implement the donor's agenda, but in relationships where Indigenous Peoples are funded to design and deliver the project.

Principles of Funding Indigenous Communities

Best Practices

1. Build the philanthropic capacity to engage in culturally diverse paradigms of giving that align with the values of Indigenous Peoples. This creates respect for the right to free, prior, and informed consent; honors the traditional mechanisms for decision-making; and is a prerequisite for any project being conducted on Indigenous Peoples' territory.
2. Build the institutional capacity of Indigenous organizations as a prerequisite for any project being conducted on Indigenous territory. Intermediaries must demonstrate active engagement and have in place, as a requirement for funding them, a strategy or turnkey plan for turning over control and replacing themselves.
3. Insist that all projects on Indigenous territory implement Indigenous decision-making processes; recognize legitimate elected, traditional, or organizational Indigenous entities; and support projects designed and implemented by Indigenous

Peoples. Adapt to the fact that Indigenous organizations are not NGOs; they use holistic systems approaches to projects—not sectoral or single-intervention approaches such as ecotourism, protected areas, or community conservation.
4. Promote standards of free, prior, and informed consent among nations, NGOs, and the private sector. Link funding to agreements that support policies that create political space and enabling conditions for Indigenous peoples to exercise full benefits of citizenship and participate in civil society as collective groups, co-existing within the larger nation state and international society. Ensure that any NGOs receiving funding for work in Indigenous territories have a clear Indigenous policy, developed in coordination with legitimate Indigenous organizations and have Indigenous board members who participate in the governance of the NGO. (See the United Nations Declaration on the Rights of Indigenous Peoples for a clear outline of Indigenous rights.)
5. Be a consistent ally who stands by Indigenous organizations through hard times. Avoid conflicts of interest that go against Indigenous positions on one topic yet support them on another, as this does not create a trusting relationship.
6. Streamline administrative procedures. Application processes are typically in English and far too technical and "western" for Indigenous organizations to be able to complete them well. Therefore, simplify application procedures, provide translation, and allow for alternative forms of application, like videotaping proposals. Also simplify accounting requirements as much as possible, and make sure the accounting is transparent to all Indigenous Peoples in the affected communities. Ensuring transparency will usually require

supporting improved communication systems.

7. Support coordination activities among national, regional, and local Indigenous organizations. Provide mechanisms for flexibility in order to adapt to shifting priorities and rapidly changing situations. And if funders or NGOs request the time investment of Indigenous leaders to help design and implement their projects, they should either pay an appropriate amount for that time or commit to investing an equal amount of time in assisting the Indigenous organization to achieve its priorities.

8. Commit to Best Practices. Clearly there are many obstacles to making these Best Practices guidelines a reality, and funders should commit to finding ways to overcome all of these obstacles. Some obstacles can be overcome when funders simply change their policies. Others will require extensive training and profound changes in Indigenous organizations. When Indigenous organizations require training to achieve funding of Best Practices, committing resources to providing this training should be a top priority for funders.

Lasting social change in Indigenous communities and among marginalized peoples of the world is predicated on changes in the institutions of the dominant culture.

The time is right for a new approach to conservation funding. If, for example, a government agency, like the United States Agency for International Development, can acknowledge that it has to change its paradigm for poverty reduction from large-scale agriculture

Giving Principles of Indigenous Philanthropy
Condor to Eagle*

Reciprocity	Foundations are committed to the Indigenous culture of reciprocity.
	They acknowledge and recognize that:
	• Giving and receiving are interconnected and organic. • We are a worwld family—the north and south hemisphere are connected. • We are a holistic family that honours and connects with elders and spirituality. • The natural resources are our family, and our time on earth is limited, so healing is our future.
Respect	Foundations give dynamic and inclusive investments directly to Indigenous groups.
	They are based on processes of
	• empowerment and courage • transparency, access, and open process • risk-taking, flexibility, and adaptability • investment of more than money.
Responsibility	Foundations are committed, passionate, and courageous champions of Indigenous needs.
	• They work with the UN Declaration on the Rights of Indigenous Peoples. • They seek organizational Indigenous representation.
Relationships	Foundations seek long-term engagement through learning relationships.
	They seek
	• the meaningful points of the 'conversation' concerning livelihood, security, empowerment, and rights • organizational Indigenous representation • shared relationships based on cultural respect, not power.

Sources: Amazon Alliance Giving Principles 2008; International Funders for Indigenous Peoples Sharing Circles; Sam Moskwa, Australian Grantmakers Services

* An Inca prophecy, familiar to many Indigenous cultures, holds that 'When the Condor of the South flies with the Eagle of the North, a new day for Earth will awaken.'

to local food production and self-reliance, then the mainstays of global conservation funding should also be able to accept that they have much to gain from an alliance with Indigenous Peoples.

Institutions willing to approach these challenges with a sense of humility, respect, and a curiosity about those whose lives differ radically from their own, are the bridges to a healthier, truly sustainable future.

Embracing a new philanthropic paradigm in which Indigenous Peoples are full program participants, rather than merely the recipients of assistance, will profoundly change their lives—and ours.

2

FINDING A DONOR

Many organizations, businesses, and individuals support projects, including conservation projects, by providing grants or in-kind contributions. This booklet provides resources for identifying where your organization may find interested donors, how to match your project with their interests, and how to build a relationship with donors. This guide will primarily focus on foundation funders, but the fundraising approach is similar for corporations, individuals, and the new online broker platforms. A foundation is an organization that was created to provide financial support, also known as a grant, to non-governmental organizations (NGOs) and nonprofits. Searching for financial support or grants is called fundraising. This booklet contains information on how to conduct foundation research, draft a letter of introduction, write a proposal, and manage a project. Resource lists for research and a glossary of terms are also included.

- *Researching Foundations* provides a step-by-step guide on how to conduct foundation research.
- *Letter of Introduction*, required by some foundations before sending in a proposal, briefly outlines an organization's activities and its request for funding.
- *Elements of a Proposal* provides a brief description of what a proposal contains and examples for each section.
- *Managing a Project* provides guidance about what to do once you receive a foundation grant.
- *Resources for Web-Based Research* provides information on various websites that can assist you in your fundraising endeavors. Other lists provide good starting points for fundraising research.
- *Glossary of Terms* provides definitions of key words found in proposal guidelines,

Helpful Hint: There are four kinds of foundations that give money and might support your organization.

- Foundations established by a person or family of wealth such as the Rockefeller Foundation
- Foundations that were created by business corporations such as Microsoft Foundation
- Foundations established to operate research, social welfare, or charitable programs such as World Vision
- Foundations created for the benefit of a specific community or region such as the Africa Fund

and other important terms used in organized philanthropy.

Before approaching a funder with a proposal, do some research on the foundation's background and funding criteria. Find out as much as you can about the foundation, such as their philosophy and grantmaking procedures. In addition, it is a good idea to review their annual reports before approaching them with your proposal or letter of introduction.

Researching Foundations

Raising money for your project takes a lot of time. Successful fundraising is a focused, deliberate effort that becomes even more successful with experience.

A full understanding of your organization's mission will help you focus your fundraising efforts. The first step to finding support for your project is to have a clear understanding of how your organization's goals and objectives will fit the interests and focus of a donor. Once you have a profile of your organization and project, you can focus your research on foundations whose priorities closely match your organization and your project. You should search for foundations that give money to organizations doing similar work to your own. **Think Locally**. Look in your own country first. You should look to the donors in your country before turning to foundations that fund internationally. Use the Donor Prospect worksheet to help develop a profile on your organization and prospective donors.

Foundations encourage grantseekers to pay close attention to whether the donor has made grants that

- have already supported projects similar to yours
- award the type of support you seek
- typically give grants in your geographic area.

For most nonprofit organizations and NGOs, fundraising seems to be a daunting task. It does not have to be if you follow the process of identifying foundations that have the same program interests.

Three Steps: Compile, Investigate, Refine

The three major research steps to follow, whether raising funds for conservation projects or any other, are *compile, investigate, and refine.*

Step 1 – Compile

The first step is to compile a comprehensive list of foundations, corporations, and other funders whose interests are the same as your organization's. During this research stage, include all the funders that you think should be on the list. The funders that do not have interest in your programs will be eliminated in later research steps.

Start with local funders in your own community. You should look to the donors already funding in your community before investigating foundations that fund nationally or internationally. You have a variety of resources to draw from, including funders of other NGOs doing similar work, and local embassies and consulates.

Check local NGO annual reports, if available, to see who is funding their programs. Research international businesses in your country that may be interested in your project, by virtue of a local interest such as doing business in your community or region, or maintaining a global presence in such interests as tourism, climate change, biodiversity conservation, education, or food security. In addition, check with international embassies and consulates to see if there are any international programs in your country that would apply to your community issues.

In addition, conservation has become recognized enough that some governments have gotten involved for good reasons. As a first step, your organization may want to seek out government agencies with conservation programs and sign up to receive their e-mails. Pay attention to their grantees, assess their interest in conservation for any role that politics may play, and weigh your organizational tolerance for any strings—good or bad—that may be attached to government grants. While circumstances vary greatly from country to country, numerous governments have shown a growing capacity for effective partnership with conservationist NGOs, especially when they provide services to communities as a component of their conservation project.

Other sources of foundation information require either the Internet or a trip to the library. There are a variety of resources. In the United States, the best source of online research for grantseekers is the Foundation Center (www.fconline.org). For international research, check out www.proposalwriter. com/intgrants.html and Grantmakers Without Borders at www.gwob.net/.

According to the Global Equity Initiative at the Kennedy School of Government, Harvard University, there are more than 45 regional and country-wide philanthropic support groups. These groups provide a wealth of information on directories of funders and are a source of information for grantmakers in their countries. They are not donors themselves, nor are they a direct route for a grant proposal to get to a funder. A sampling of the organizations ensues:

- Asia Pacific Philanthropy Consortium: www.asianphilanthropy.org
- Centre for Advancement of Philanthropy (India): www.cozucare.org/cap/index.htm
- Grupo de Fundaciones y Empresas (Argentina) www.gdfe.org.ar

- Centro Mexicano para la Filantropia: www.cemefi.org
- Puerto Rico Community Foundation: www.fcpr.org
- Grupo de Institutos Fundacoes e Empresas (Brazil): www.gife.org.br
- Centro Colombiano de Responsabilidad (Colombia): www.wingsweb.org/network/profiles
- Institute for Development of Social Investment (Brazil): www.idis.org.br
- South Africa Grantmakers Association: www.sourcewatch.org

As you identify potential funders, create a prospect worksheet for each one. A sample prospect worksheet is provided at the end of the Researching Foundations section, on page 16.

Step 2 – Investigate

The next step is to carefully study the foundations you have listed. The first place to look for information about a foundation is with the foundation itself. This is the best up-to-date source of information. Annual reports and printed guidelines are most helpful and are available by contacting the foundation directly. Simply request a copy of their annual report as well as the proposal guidelines, if available.

In addition, many academic and public libraries have information on foundations. Many countries may also have an agency at the state or provincial level that can assist you in your research. You may also visit the U.S. Information Service located in the U.S. Embassy, the British Council, or the European Union Representative, and other international embassies and consulates.

Here is what you are looking for in your research:

- Track records of giving in your geographic locale, in your program area, or for the type of support you seek

- Grants of a size compatible with your organization's needs
- Funders that have not already committed their resources many years into the future

Databases: Several organizations collect and make available information about the dollar amounts, recipients, and program areas of donors. These include the Foundation Center, a clearinghouse on U.S. foundations; Metasoft Systems Inc., a company that manages FoundationSearch; and Philanthropy Research, the organization that created GuideStar, an organization that provides information on nonprofits, NGOs, and donors. Data sources are limited in their capacity to identify all of the potential funders, because some databases only include grants over US $4,000. MetaSoft offers Web-based databases through its FoundationSearch for the United Kingdom, the United States, and Canada. FoundationSearch UK includes donors in England, Northern Ireland, Scotland, and Wales. You can access the MetaSoft databases at *www.foundationssearch.com/uk/index.html*. While FoundationSearch America and FoundationSearch UK allow for keyword searching by grant descriptions, FoundatonSearch Canada only allows keyword searching of grant recipient names. Using this database, the total number and value of grants made by each country can be broken down thus:

Table of the Universe of Grants from 2000 to 2005

Database	# of Grants	Value of Grants
FoundationSearch America	3,329,007	$175,152,394,000
FoundationSearch Canada	281,362	$12,763,676,000
FoundationSearch UK	71,846	£1,524,965,000

To match your organization and projects with the interests of a foundation, be sure to use the Prospect Worksheet that has been provided. Remember to focus on donors whose priorities closely match your project. Their priorities will be outlined in their literature and on their website. In addition, looking at the donor's current grantees will give more information on the particular program areas and strategy the donor supports. Make a Prospect Worksheet for every donor you want to approach. Other excellent websites for sources of donor information and datasets are

- The Foundation Center – *www.fdncenter.org*
- Council on Foundations – *www.cof.org*
- Progressive Publications – *www.progressivepubs.com*
- European Foundation Center – *www.efc.org*.

The Internet – Grantseekers are discovering a wealth of information on the Internet. We have listed a few of the website directories in the next section of this booklet. Today, more and more foundations and corporate giving programs have a presence on the Internet, and this trend is increasing.

Annual Reports – Foundation annual reports are an excellent source of information. These reports provide information on current giving patterns and information for projecting trends. The annual report also reflects the personality, style, and interests of the foundation. Look for clues that reveal the underlying philosophy of the foundation. Examining the list of grantees can provide you with clues to specific areas of interest.

Guidelines – The proposal guidelines contain additional information regarding where the foundation funds, as well as deadlines for submitting a proposal. Printed guidelines can tell

you quickly whether or not a foundation can fund your project.

Step 3 – Refine

With the information in hand about each of the prospective funders, you move on to eliminate those prospects that do not meet your interests. Focus on foundations most likely to fund your projects now or in the future. At this stage, be somewhat stern with yourself; pursue your more likely prospects or you could waste considerable time. You can also give potential funders a poor first impression by sending them clearly inappropriate proposals.

As you begin your fundraising journey, make notes on when you submit each document or when you make contact with foundation personnel. In addition, make notes of the conversation and always provide the information requested on time. Maintain all names and contact information in good order, because you'll need them as your relationships grow.

When contacting a foundation, use your common sense, trust your instincts, and determine if you want to continue exploring this particular funder. Remember, every foundation has its own unique character, and therefore foundation research is a critical step in your fundraising process.

Prospect Worksheet

Research Date(s)	Name of Funder/Address	Phone/Email/Website

1. Objectives

2. Program description

3. Area(s) of interest	Funder	Your organization
4. Population(s) served		

5. Types of support *(e.g., grants, scholarships, loans)*

6. Limitations *(geography and areas of funding)*

7. Types of recipients *(e.g., NGOs, universities, individuals, community-based nonprofits, Indigenous organizations)*

8. Financial data

   Total assets _____

   Total grants paid _____

   Grant ranges (high and low) _____

   Period of funding _____

9. Application information

   Guidelines/application forms available?

   Initial approach

       Letter of inquiry

       Formal proposal

       Invitation only

   Deadlines _____

   Board meeting dates _____

3

THE LETTER OF INTRODUCTION

Early in the research process, you will find that some foundations request a "letter of introduction" before you submit a proposal. After reading the letter, the foundation will decide if they have any interest in your project. A letter of introduction is the same thing as a letter of inquiry or a letter of intent—the acronym LOI stands for them all. This letter should include a summary of information regarding your project that would eventually be part of a proposal; your letter should be no more than two pages long, and it should tell the foundation that you will follow up with a phone call within two weeks.

Through your letter of introduction, foundations will decide whether your project matches their interests. Other issues that may concern a foundation, and which help to establish an organization's trustworthiness, include:

- evidence that it is well known in the community and addresses a real need
- a history of funding by other sources, whether government or private
- demonstrated sound financial management
- a strong, involved board
- committed volunteers
- qualified staff
- a realistic budget.

The following is an outline of a letter of introduction. It is meant to help you understand how to approach a foundation and get them interested in your project.

Remember: The objective of a letter of introduction is to get the foundation to ask you to submit a full proposal or to invite you to meet with them. If you are asked to write a letter of introduction, it should include the following information:

- Who you are and what your organization does
- A general description of your project
- How much money you need for your project
- What you hope to accomplish with your project

Letterhead of Your Organization

Date
Name of person
Name of Foundation
Address of Foundation
Dear _____

Opening paragraph: Start with why you are writing and say what you want. Sample phrase: I am writing to introduce _____ and our work in (project area–for example, Indigenous land rights, intellectual property rights, biodiversity conservation). I would like to invite you to join us in our efforts and consider a grant in the amount of _____ to support the project.

Who you are and what you do: In one or two sentences, tell what your group does and how you do it. For example: your organization builds, feeds, teaches, conserves biodiversity … who or what: houses, children, youth, land… where: rural Uganda, a mid-size city in Australia, the American Southwest. We do this… how: through research, training, traditional culture, conservation.

Project description: A brief description of your project and why it is needed. You may need a few paragraphs.

Organizational history: This paragraph should briefly tell something about your group's history, major accomplishments and capacity. Sample phrases: Our organization has the experience and… what: history, credibility or capacity, to achieve success with the proposed project. Here's why: We have been working in our community for more than 20 years and have the trust of elders and youth. Our project staff have extensive experience in _____ and possess degrees in _____. Major accomplishments in the past include _____. We are working as partners with the following organizations: _____ We have already secured partial support from the _____ Foundation and the _____ Corporation, as well as _____ in our area.

Results expected: Tell them what will change as a result of your project–tell them how you expect the lives of individuals to be changed–attitudes, knowledge, skills. If you can, also mention long-term social changes you are working toward. Sample phrase: With your support,… who: people, youth, children, families, farmers in our community will _____, and our land will be protected or these programs will enable over 50 Indigenous women to start or grow small businesses. Our efforts will keep traditional ways of life alive, provide new economic opportunities and support emerging leaders.

Closing paragraph: What will happen next–what will you do. Sample phrase: I would like your advice on whether (Name of Foundation) could consider a full proposal. Please contact me if you would like to review a full proposal. I will be in your city next month and will call to see if you can meet with me about our project. Please come visit us and meet our staff, volunteers, etc. Thank you for considering this inquiry (or Thank you for your consideration).

Sincerely,
Your name

Enclosures: You might enclose your brochure, a recent newsletter, newspaper article, flyer, press release, full project description, or letter of support (but no more than a few extra pages).

ELEMENTS OF A PROPOSAL

4

A proposal is a written application, often accompanied by supporting documents, that is submitted to a foundation. Writing your proposal is an important step in the search for funding for your project, but at least as much or more time should be spent designing your projects. Several foundations supply guidelines regarding what they want you to include in the proposals submitted to them. If they provide guidelines, they expect that they will be followed. They will appreciate that you have taken the time to give them the information on your project in the format they request.

How to Start

- Write down your ideas on paper.
- Thoroughly describe your project.
- State the goals and objectives of your project.
- Develop a timeline.
- Make an educated guess as to the costs for staff, materials, and equipment.

Remember: A good proposal is based on sound planning.

- Plan how you will determine the success of your project.
- Write job descriptions for your program staff.

Remember the program areas and focus of each donor as you write your proposal, and be sure to pay attention to the geographic limitations, application procedures, and deadlines before you even start writing. There are seven basic elements that most foundations expect to see in a proposal: Summary, Statement of Need, Project Design with Goals and Objectives, Activities/Staff, Evaluation and Dissemination, Budget (with budget notes) and Conclusion.

You may think that your organizational information should be included at the beginning of the document. But it is more strategic to argue for the need for your project followed by your organization's ability to carry it out. Don't overwhelm the foundation with facts about your organization. This information can be conveyed easily by attaching a brochure or other prepared statement. In two pages or less, tell the foundation when your organization came into existence; state its mission; be certain to demonstrate how the subject of the

proposal fits within or extends that mission; and describe the organization's structure, programs, and special expertise.

Discuss the size of the board, how board members are recruited, and their level of participation. Give the reader a feel for the make-up of the board. (You should include the full board list in an appendix.) If your agency is composed of volunteers or has an active volunteer group, describe the function that the volunteers fill. Provide details on the staff, including the numbers of full-time and part-time staff, and their levels of expertise.

Describe the general kinds of activities of your staff. Explain briefly the service you provide. Describe the communities you serve, any special or unusual needs they face, and why they rely on your organization. Cite the number of people your programs reach. Summing up all of the information about your organization, describe your agency's experience or

Remember:

• Be sure the information you present is accurate.
• Balance the amount of information presented and the scale of the program.
• The "picture you paint" should not be so bad that the solution appears hopeless.
• Show how your project addresses the need differently or better than other projects, but don't be critical of other projects or organizations.
• Keep in mind that foundations like to see organizations working together on projects.
• Describe how your work complements, but does not duplicate, the work of others.
• If possible, you should make it clear that you are on good terms with others doing work in your field.
• Be realistic enough not to promise far more than you can deliver, such as an end to poverty.
• Avoid overly emotional appeals.

expertise, especially as it relates to the subject of your proposal.

Executive Summary

The first page of the proposal is the most important section. You should summarize all of the key information included in your proposal. Many times a fundraiser will write this section last. Nevertheless, it should be the first entry in a proposal. Be certain to include:

The Issue – clearly and concisely state the issue or need your community has recognized and wants to change through your project (one or two paragraphs).

The Solution – concisely describe the project, including how, what, where, and when the project will take place and how many people will benefit from the program. Also describe who will do the work, how the project addresses the issue, and where it will operate (one or two paragraphs).

The Funding Requirements – explain how much money will be needed for the project; identify resources already secured; and state how you plan to fund the project in the future, if appropriate (one paragraph).

The Organization's Information – relate your organization's history; include information on your NGO status, when your organization began, and how the project fits with your organization's mission. Be sure to emphasize your organization's capacity to carry out this project and how this project fits with your other programs (one paragraph).

Background Information to the Problem or Issue – concisely state the issue that needs to be changed; who/what is affected; why the issue exists; quantify its impacts. Keep your focus, and do not go astray here: all background

information addresses an issue clearly related to the purpose of the project.

Statement of Need

The statement of need helps the foundation learn more about the issues you are dealing with in your communities. This is where you present facts and evidence that demonstrate the need for your project and show that your organization understands the problems and can help fix them. This information should tell what is happening in your communities and why your project is needed. Facts, statistics, and research results can come from authorities in the field, as well as from your organization's own experience.

This section of your proposal must be accurate and persuasive. Like a good debater, you must bring together all the arguments, then present them in a logical order that will convince the foundation that they are important and that your project is something in which the foundation wants to be involved. The statement of need does not have to be long. Concise information will get the foundation's attention.

Develop a narrative that explains and builds the case for your project. Types of relevant information could include

- who is affected
- why the problem or issue exists
- what caused the issue or problem
- the extent of the problem.

You should attempt to document why no one else has successfully addressed this issue, and the case you make should be accurate and persuasive. This section of the proposal is where you present the facts and evidence of an issue that your community or organization wants to change, and show that you understand the problem. This section of the proposal should include a summary of the

community. It should include general information as well as specifics relevant to the type of project being proposed. Types of relevant community information for a conservation project may include

- demographic information
- economic activities
- political structure
- social stratification
- organizations and their functions and activities
- extent of community reliance on a natural resource
- importance of the resource to the community and/or regional ecosystem
- pressures on and/or threats to a community resource
- brief data on such topics as hydrology, timber density, vegetation, wildlife viability.

The background narrative should convince the foundation that your project is important and is something the foundation wants to be involved in. The explanation does not have to be long, but it should focus on the issue the project will address. Summarize your background information at the end of the narrative by stating up front what the issue is and if nothing is done, then these are the consequences.

The Project Description

This part of the proposal should address the solution. It should describe your project and include the goals, objectives, methods, staffing, and evaluation, or how you will determine success. The project description should include the following:

- Project goal
- Objective(s)
- Activities

- Required staffing
- Evaluation methodology

Taken together, these elements are the interlocking picture of the total project. Start the project description with a brief project summary that explains how the project will create change as it relates to the issue identified in the background information. This doesn't have to be exhaustive, but it must be long enough to set the stage for the project goal and the objectives. Make sure you indicate the project outcomes and how they relate to the project goal. For example:

The lack of water for cattle has created economic and social strife within our community. To address this situation, we propose to drill 10 boreholes within our territory to increase the water supply for our cattle. We will consult with our elders and community leaders on the appropriate locations for the boreholes and solicit assistance from the local agricultural extension program to provide expertise and equipment for the drilling. With the addition of 10 new boreholes, our cattle will have sufficient water for grazing, resulting in a larger herd size. The successful completion of this project will create an increase in economic stability for the community, increase family stability, decrease dependency on food programs, and increase tribal members' self-regard through greater self-sufficiency.

Project Goals and Objectives

Now state the goal boldly. It may be only one sentence, or it can be longer. In either case, make the goal direct and to the point. Objectives are the measurable outcomes of the program, and they define your methodology. They must be tangible, specific, concrete, realistic, measurable, and achievable in a specified time period. Don't confuse objectives with goals. You aspire to reach your goals, but you promise to accomplish your objectives.

For example:

The goal of the Indigenous Youth Education Project is for all Indigenous youth in the community to become computer literate.

The objectives are

- *to develop an online curriculum for computer training*
- *to provide six classes on computers to 20 Indigenous youth in Australia within a year.*

In any given proposal, you will find yourself setting forth one or more objectives, depending on the nature of your project. Be certain to present the objectives very clearly. Make sure that they do not become lost within the proposal. They must stand out on the page. You might, for example, use numbers, bullets, or indentations to denote the objectives in the text. Above all, be realistic in setting objectives. Don't promise what you can't deliver. Remember, the funder will want to be told in the final report that the project actually accomplished these objectives.

Activities

The activities section describes what you will do to achieve the objectives. Start this section with a narrative and summarize the planned activities. Answer the questions of how, when, where, why, and who will carry out the planned activities of the project. This section will enable the donor to understand the implementation of your project.

For example:

In January 2004 the project coordinator will meet individually with community leaders and request a convening to

discuss the development and implementation of 10 additional boreholes within our territory. Meetings will be held in January and February. At the meetings, leaders will convey the use of their traditional knowledge through discussion and selection of the appropriate locations to drill the additional 10 boreholes as well as determine the appropriate grazing patterns to incorporate the new water supply locations.

Once the locations of the boreholes have been determined, the project coordinator will confer with the local agriculture extension agency and schedule the drilling of the boreholes. The agriculture extension agency has volunteered its time, expertise, and equipment to assist in the drilling of the boreholes.

Drilling of the boreholes is planned to begin by the end of March in order to capture the spring rains. By the end of September 2004, we will have drilled 10 additional boreholes within our territory, providing additional water supply for our cattle. This will allow a larger herd size, resulting in an increase in the economic and social stability of our community.

Staffing

In describing the work you will do to achieve your project objectives, you should refer to staffing for the project. In one or two sentences, or at most a few, you will need to discuss the number of staff, their qualifications, and specific assignments. "Staffing" may refer to volunteers or to consultants, as well as to paid staff. Describing the work that volunteers do can be most helpful to the proposal reader. For a project with paid staff, describe which staff will work full time and which will work part time on the project.

For example:

Jose Ole Karea will be the full-time project coordinator. He has six years of experience in organizing community groups within the Maasai tribe to address community concerns and issues. In addition, Karea, a member of the Ilngwesi Group Ranch, is well known and respected within the community. He will be responsible for the implementation of the project, coordinating and conducting the advisory committee meetings, coordinating the borehole drilling operation, and monitoring and reporting on the project progress.

The agricultural extension agency has worked in the Ilngwesi Group Ranch previously on various pastoral projects and brings a wealth of expertise to the project. They will be responsible for the drilling of the boreholes using environmentally sound management techniques. Their staff and equipment will be engaged in the project from March through September 2004.

Remember, foundations are reviewing your proposal not only on the content of the project but also on the capacity to carry out a successful project. Choosing the right personnel, whether they are volunteers, paid staff, or consultants, is vitally important.

Evaluation

It is essential that you describe how you intend to evaluate the project. Including an evaluation plan in your proposal indicates that you take your objectives seriously and want to know how well you have achieved them. Evaluation is also a sound management tool. Like strategic planning, it helps to improve an organization and its program. There are two types of evaluation. One measures the

product; the other analyzes the process. The approach you choose will depend on the nature of the project and its objectives. For both, you will need to describe how the evaluation information will be collected and how the data will be analyzed. An evaluation can often be the best means for others to learn from your experience in doing your project. You should present your plan for how the evaluation and its results will be disseminated, being sure to identify the audience to which it will be directed. For example, it might be used internally or be shared with the funder, or it might serve a wider audience.

The evaluation process contains two sections:

*   Monitoring the planned activities
*   Gathering and analyzing information to determine whether the project is achieving its goal.

For example:

The project coordinator will continually monitor the project activities to ensure that the project proceeds as scheduled. Progress of the project will be reported to the community and the funding agency as required. It is anticipated that through the project implementation, short-term and long-term outcomes will take place. The following outcomes will be accomplished:

*   *Increased community stability*
*   *Increased income*
*   *Decreased dependency on food delivery programs*
*   *Increased self-regard*

To determine the success of the project in meeting the stated goal, information will be gathered on both the short- and long-term community

impacts. The short-term community impact will include an increase in self-regard of the community members. Information will be gathered on the number of community members involved in the borehole drilling activity and the increased number of cattle with access to the additional water supply.

Long-term outcomes will happen within the next year. We will continue to evaluate the project and gather information in the following areas:

*   *Number of individuals moving out of the community after the implementation of the new boreholes*
*   *Number of individuals not using outside resources for their food supply*
*   *Number of cattle being sold to urban center*
*   *Successful completion of the project resulting in an improved economic and social condition of the Ilngwesi Group Ranch.*

Budget

The introduction of the budget section should be brief but indicate any additional resources outside of the requested funding. Make sure that you have incorporated all project costs including in-kind donations, cash contributions, and other grant awards for this specific project. You may be required to submit a budget narrative or a budget justification. This is a good tool to use if there are any unusual expenses in the project. The budget for your proposal may be as simple as a one-page list of costs you expect to incur in completing your project. You should also include the amount of money you expect to receive for the project. Be sure to include "in-kind contributions," which are donated and form part of the "cost" of a project. In-kind contributions

include equipment, supplies, or other tangible resources. Some organizations may also donate the use of space or staff time as an in-kind contribution.

Expense Budget

As you prepare the budget, go back through the proposal and make a list of all personnel and non-personnel items related to the operation of the project. Be sure that you list not only new costs that will be incurred if the project is funded but also any ongoing expenses for items that will be allocated to the project. You may need to estimate the proportions of your organization's ongoing expenses, such as an accountant's time, that should be charged to the project; as well as any new costs, such as salaries for project personnel not yet hired. Put the costs you have identified next to each item on your list.

Your list of expenses, and the calculations you have done to arrive at a specific currency amount for each item, should be placed on one sheet of paper.

Budget Narrative

A narrative portion of the budget is used to explain any unusual line items in the budget and is not always needed. If costs are straightforward, and the numbers tell the story clearly, you will not need a budget narrative. If a budget narrative is needed, you can structure it in one of two ways. You can create "Notes to the Budget" with footnote-style numbers on the line items in the budget keyed to numbered explanations. If an extensive or more general explanation is required, you can structure the budget narrative as straight text.

Conclusion

Each proposal must have one or two conclusion paragraphs. This is a good place to bring

Hints on proposal submission
- Deadlines are serious and should be respected. Keep in mind that after a proposal is submitted, there is often a significant delay before a decision is made on it. Try to submit your proposal six to nine months before your program is to be implemented, allowing time for you to apply elsewhere if needed.
- Do not fax, e-mail, or send an e-mail attachment for your proposal unless the funder says it is acceptable to do so.
- The same proposal should not be submitted to all foundations, since many have different interests, priorities, and guidelines. But you send the same basic proposal to several foundations with customized cover letters.
- Always address your cover letter to an individual. Never start out with "Dear Sir" or "To Whom It May Concern." Verify spelling of all names, titles, and addresses by contacting the foundation directly.
- Avoid overly emotional appeals.

attention to what will happen after the completion of the project. If appropriate, you can list future activities. This will prepare the foundation for your next funding request. It is

Ground Rules for Preparing a Proposal Packet
- Use clear language, and be concise. Make your proposal legible; use large, easy-to-read, dark type. If using a computer, use simple fonts that are easy to read. Use paper clips and staples instead of fancy bindings.
- Number the pages. If the proposal is longer than 10 pages (most should not be) provide a table of contents.
- Use charts and statistics only where appropriate, since they tend to disrupt the flow of the narrative.
- Put footnotes on the same page, not at the end of the document.
- Add a limited number of attachments, press releases, news clippings, résumés, etc. Keep appendices to a minimum.
- Be sure to include all attachments requested by the funder. The most commonly requested attachments are
  - copy of your organization's government-issued business registration certificate and/or tax registration document
  - list of your organization's managing board members, committee members or trustees, along with their professional affiliations
  - copy of your organization's budget and most recent audit
  - brochure describing your organization.

important that you relate that the project will continue whether or not you receive subsequent funding. Also summarize the proposal's main points. Briefly state what the organization wants to accomplish and why it is important. Emphasize why your organization needs the funding to reach the stated project goal. Do not be afraid, in this section, to be emotional to reaffirm your case. Every proposal should have a concluding paragraph or two. This is a good place to call attention to the future, after the project is completed. This section is also the place to make a final appeal for your project. Briefly reiterate what your organization wants to do and why it is important. Stress why your organization needs funding to accomplish it. Don't be afraid at this point to use some emotion to firm up your case.

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MANAGING YOUR PROJECT

If your hard work results in a grant from a foundation, it is very important to acknowledge the foundation's support with a letter of thanks within one week of receiving notice of your acceptance. You also need to find out whether the foundation has specific forms, procedures, and deadlines for reporting the progress of your project. Clarifying your responsibilities to the foundation in the beginning, especially with respect to financial reporting, will prevent misunderstandings and more serious problems later.

Also during your research, you may be asked to meet with a foundation. Although it is not required, it is very beneficial to you and the foundation to meet before you submit a proposal for your project. There are several things to remember when meeting with a foundation:

- When scheduling a meeting, give the foundation at least two months notice of your intent to meet.
- Prepare a packet of information about your organization to give to the foundation when you meet.
- It is extremely important to be on time and well prepared for your meeting.
- If for some reason you cannot make the meeting, you must call to let the foundation know you will not be able to meet.
- After the meeting, write a note thanking the foundation for meeting with you (do this within two weeks of your meeting date).

Leveraging Rejection

Rejection is not necessarily the end of the process. If you do not get the grant you are seeking, call to thank the person who signed the letter for considering your proposal, and ask how you could have made a better case. Ask for feedback, positive and negative. Did the funder need additional information? Would they be interested in considering the proposal at a future date? You can continue to keep them informed of your activities by putting them on your mailing list, unless they ask you not to. All this will build a relationship with a foundation; you may be able to impress with your professionalism, perseverance, and track record. You may ask them for money again but at a later date.

Remember, there's always next year! ... Advance planning will improve your proposals.

6

RESOURCES FOR WEB-BASED RESEARCH

For proposal writing tips, "inside" knowledge of philanthropy and its trends, specific instruction on funding sectors such as conservation and the environment, and a wealth of other information, spend quality time on some of the websites below.

Alliance

This listing of newsletters, magazines, journals and digests on philanthropy and the nonprofit sector around the world includes both print and electronic publications, categorized by region covered. Most but not all are published by non-profits and non-governmental organizations.

http://www.allavida.org

Charity Village Library

Several articles relating to grantseeking in the Charity Village Library are worth reading, including: 1) Top ten ways to get your proposal read 2) Foundation collaboration-visioning for the future 3) Grantmakers get more focused 4) Proposals that appeal or appall.

http://www.charityvillage.com/
cv/research/rprop.html

The Convention on Biological Diversity

The United Nations Convention on Biological Diversity, inspired by the world community's growing commitment to sustainable development, represents a dramatic step forward in the conservation of biological diversity. The website lists conservation funders by nation.

http://www.cbd.int/financial/
nationalfunding.shtml

The Foundation Center

The Foundation Center's mission is to support and improve philanthropy by promoting public understanding of the field and helping grantseekers succeed. On their website you can access information on U.S. philanthropy, research on philanthropic giving, grantseeker education and training opportunities, and other important resources. Founded in 1956, the Center is the United States' leading authority on philanthropy and is dedicated to serving grantseekers, donors, researchers, policymakers, the media, and the general public. Of particular interest in the Learning Lab, you

will find "Proposal Writing Short Course" in English and in Spanish.

http://foundationcenter.org/

Funders Network on Trade and Globalization

This U.S.-based affinity group was created out of concern for the impact that globalization is having in communities around the world. On their website they provide a wealth of information on the environment, trade, and other issues that may be of interest to Indigenous communities.

http://www.fntg.org/funders/index.html

Fundraising Ideas That Work for Grassroots Groups

This publication by Ken Wyman provides advice on fundraising for grassroots groups. It includes sections on the fundraising climate in Canada, the four types of fundraising, working with volunteers, and more.

http://www.nald.ca/library/research/heritage/compartne/pdfdocs/fr4grass.pdf

Grantmakers Without Borders

Grantmakers Without Borders is not a grant-making organization. It offers helpful resource information for grantseekers, as well as links to sites that provide proposal-writing tips.

http://www.gwob.net/

International Center for Not-for-Profit Law

The International Center for Not-for-Profit Law has an online library of international laws affecting nonprofits worldwide but primarily in Eastern Europe.

http://www.icnl.org/

The Microenterprise Innovation Project

The Microenterprise Innovation Project is the U.S. Agency for International Development's initiative to provide technical and financial assistance in writing case studies. The Microenterprise Best Practices Project is expanding the knowledge base of microenterprise practices in developing countries through research and publications, a grant-making program, and information-sharing.

http://www.microlinks.org/ev_en.php?ID=12622_201&ID2=DO_TOPIC

Notable Feature

The Best Practices section presents research (based on experience) of leading practitioners who are trying new approaches in the design and delivery of services to microentrepreneurs.

http://www.microlinks.org/ev_en.php?ID=25370_201&ID2=DO_TOPIC

National Science Foundation Directorate

The National Science Foundation website contains goodies of all sorts. Check out "A Guide for Proposal Writing."

http://www.nsf.gov/

FINDING A FUNDER

Once your research has turned up prospective funders, you must narrow down your prospects to a smaller group of the most likely candidates to fund your organization and project.

Asia-Pacific Philanthropy Consortium

The Asia-Pacific Philanthropy Consortium acts as an information clearinghouse for the non-profit sector in the Asia-Pacific region. This site promotes philanthropic activities while simultaneously offering resources for building and developing nonprofit, citizen-based organizations and programs. Notable Features: the APPC's online foundation index and resource database.

http://www.asianphilanthropy.org

Bothends Organization

The Bothends Organization provides an overview and listing of funding agencies that fund forests worldwide.

http://www.bothends.org/

The Centre for Advancement of Philanthropy

The Centre for Advancement of Philanthropy is a service organization, providing advice and assistance to a wide range of philanthropic institutions in India on charity law, taxation, resource mobilization, human resource development and effective management.

http://www.cozucare.org/cap/index.htm

Centro Colombiano De Responsabilidad

The Colombian Center for Corporate Responsibility fosters corporate social responsibility and ethics in the business sector, redefining entrepreneurial participation in society as the creation of value for the whole system through improved social, environmental and economic conditions in Colombia.

www.wingsweb.org/network/profiles

The Charities Aid Foundation

The Charities Aid Foundation provides information and financial resources for NGOs. This

extensive website features research, news, reviews, links, and debates on grants, volunteers, investment management, and new sources of borrowing. Notable features: a useful directory of policymakers.

http://www.cafonline.org/

Charities Direct

Charities Direct, based in the United Kingdom, provides information on various charities and consultants.

http://www.charitiesdirect.com/

Council on Foundations

The Council on Foundations is a membership organization of more than 2,000 grantmaking foundations and giving programs worldwide. They provide a directory to help grantseekers.

http://www.cof.org/index.cfm?containerID=76 &menuContainerID=0&crumb=2&navID=0

Directory of Australian Foundations

Philanthropy Australia is a membership organization but also provides information and workshops to grantseekers. In addition, they have a link on their website "Community Foundations Gateway." This website is especially useful for Australian Aborigine communities.

http://www.philanthropy.org.au/

The European Foundation Center

This directory provides links to a large number of European grantmaking foundations and corporations.

http://www.efc.be/membership/ Pages/Membership.aspx

Forest Peoples Programme

The Forest Peoples Programme supports forest peoples' rights to determine their own futures, to control the use of their lands and to carry out sustainable use of their resources. Notable features include urgent action requests, funding links, numerous publications and much more.

http://www.forestpeoples.org/

This publication is a directory of funders for African Projects:

http://forestpeoples.gn.apc.org/FPProj/fundraising_guide_ips_c_africa_jul03.pdf

Foundation Center Directory Online

Foundation Center Directory has a monthly subscription cost but it is well worth the investment to access U.S. funders that would be interested in your projects and organizations. You can search the databank either by topic or by funder name.

http://foundationcenter.org/ http://foundationcenter.org/findfunders/

A list of corporate foundations is at

http://foundationcenter.org/findfunders/fundingsources/cgo.html

A list of private foundations is at

http://foundationcenter.org/findfunders/fundingsources/fdo.html

Fundsnet Online Services

Fundsnet Online Services provides directories for general fundraising ideas, grantwriting, corporate philanthropy, international grants, and technological donations. Notable features: the Nonprofit Forum where one can exchange ideas, post questions, and participate in live

chat with counterparts, and the "Mega-Index" of 900 links to donors in the United Kingdom.

http://www.fundraising.co.uk/

The Grants and Funding directory includes links to information, sources of grants and other funding in Australia, Europe, and the United States.

http://www.fundsnetservices.com/

The Global Philanthropy & Foundation Building

This website is part of the Synergos Institute's efforts to strengthen the institutional and financial capacity of grantmaking foundations and other private social investment organizations that support local efforts to reduce poverty, increase equity and advance social justice.

http://www.synergos.org/knowledge/

The Grantsmanship Center

Since 1972, The Grantsmanship Center has focused on training and funding information. In addition to its free online magazine and non-profit resource section, the Center also produces a wide range of low-cost publications and holds training workshops in Europe, Latin America, and the United States.

http://www.tgci.com/

GrantStation.com

GrantStation.com is a U.S.-based membership online business providing up-to-date U.S. grant announcements. Many of these donors also provide international funding. The annual membership fee provides grant announcements, information on foundations, and tips and tools on good grant proposals. In addition, check out the free newsletter.

http://www.grantstation.com/

Grupo De Fundaciones y Empresas

The Grupo de Fundaciones y Empresas is a nonprofit civil association formed by Argentine grantmaking foundations to encourage and professionalize private investment initiatives promoting public welfare, and socially responsible activities in the community.

http://www.gdfe.org.ar/

Grupo De Institutos Fundacoes e Empresas

Originally an informal affinity group of 25 organizations, GIFE has become a reference in Brazil on social investment and has contributed to the development of similar organizations in other countries.

http://www.gife.org.br

International Funders for Indigenous Peoples

IFIP is a network of donors who support Indigenous peoples, not a funding group. IFIP's goal is to foster greater foundation commitment and more effective grantmaking to Indigenous peoples by improving networking opportunities, and promoting linkages among new and experienced donors.

http://internationalfunders.org/

International Human Rights Funders Group

The IHRFG, an association of human rights grantmakers, does not provide direct funding but on their website they link to a directory of funders. This is a good resource for grantseekers.

http://www.ihrfg.org/

Institute for Development of Social Investment

Institute for the Development of Social Investment promotes and structures social investment, searching for different models of social interventions that contribute to reducing social inequalities in Brazil.

http://www.idis.org.br/sobre-o-idis

Latin American and Caribbean Network of Environmental Funds

The Latin American and Caribbean Network of Environmental Funds (RedLAC for short) describes itself as a system for learning, training, and cooperation in the sustainable use of regional resources.

http://www.redlac.org/index. php?option=com_content&view=articl e&id=102&Itemid=51+&lang=en

The Mexican Center for Philanthropy

The Mexican Center for Philanthropy is a non-profit organization, unaffiliated with any political party, race, or religion. Currently, CEMEFI has more than 700 partners, promoting civic participation in different fields: education, health, human rights, community development, technology, art, culture, and public good.

http://www.cemefi.org/

The National Endowment for Democracy

The National Endowment for Democracy offers a comprehensive online directory of organizations that provide field-specific funding, e.g. education, media and communications, civil society, science and medicine, arts and culture, economic restructuring, and legal reform.

http://www.ned.org/

The Puerto Rico Community Foundation

The Puerto Rico Community Foundation develops the social and economic capacities of communities in Puerto Rico by encouraging philanthropic investment and trying to maximize the impact and performance of each contribution.

http://www.fcpr.org/

## Southern African Grantmakers Association

The Southern African Grantmakers' Association is an affinity group of organizations and individuals involved in funding development in southern Africa.

www.wingsweb.org/network/profiles

Worldwide Initiatives for Grantmaker Support

WINGS is a global network of around 100 membership associations and support organizations for grantmakers. Neither WINGS nor their network members are donors themselves but their website information could help you find out more about donors in different countries and regions.

http://www.wingsweb.org/net-work/contacts.cfm?vGroup=17
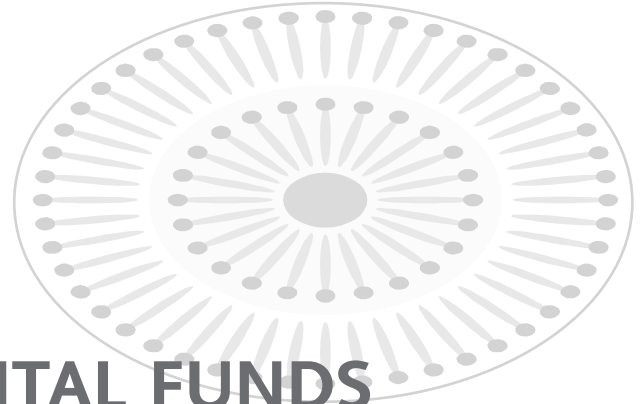
LIST OF ENVIRONMENTAL FUNDS BY CONTINENT AND COUNTRY

Africa

Benin
- National Center of Management of Wildlife Reserves (CENAGREF)
  http://www.cenagref.net

Botswana
- Environmental Heritage Foundation of Botswana
  www.ripco.co.bw/EHF-Inquiry.htm

Cameroon
- Cameroon Mountains Conservation Foundation (CAMCOF)
  www.camcof.com
- Federation for Environment and Development in Cameroon (FEDEC)
  www.fedec.org

Ghana
- Ghana Heritage Conservation Trust
  http://ghctnet.com

Kenya
- Serengeti Trust Fund
  www.serengetitrust.org
- Biodiversity Conservation Programme Fund/African Conservation Centre
  www.conservationafrica.org

Madagascar
- Madagascar Foundation for Protected Areas and Biodiversity
  http://www.conservation.org/sites/gcf/port-folio/africa/Pages/madagascar.aspx
- Tany Meva Foundation
  www.tanymeva-foundation.org

Malawi
- Mulanje Mountain Conservation Trust
  http://www.africanconservation.org/explor-er/malawi/462-mulanje-mountain-con-servation-trust-mmct/view-details.html

Mauritania
- Parc National du Banc d'Arguin
  www.mauritania.mr/pnba

Namibia

- Environmental Investment Fund of Namibia
  www.dea.met.gov.na
- Namibia Nature Foundation
  www.nnf.org.na

Senegal

- Warf (Frao) West African Rural Foundation (Fondation Rurale de l'Afrique de l'Ouest)
  www.frao.org

Seychelles Islands

- Seychelles Islands Foundation
  www.sif.sc

South Africa/Southern Africa

- The Green Trust
  www.panda.org.za
- Natal Parks Board Conservation Trust
  http://www.wildnetafrica.co.za/kwazu-lunatalparks/profile/contrust.html
- Peace Parks Foundation
  www.peaceparks.org
- Table Mountain Fund
  www.panda.org.za
- Southern African Conservation Education Trust
  www.panda.org.za

Tanzania

- Eastern Arc Mountains Conservation Endowment Fund
  http://www.easternarc.or.tz/fund
- Seashores of Eastern Africa Trust
  www.seatrust.org
- Tanzania Land Conservation Trust
  http://www.tnrf.org/node/6972

Asia

Bhutan

- Trust Fund for Environmental Conservation
  http://www.bhutantrustfund.org/

Indonesia

- Indonesian Biodiversity Foundation – Yayasan KEHATI
  http://kehati.or.id/

Philippines

- Foundation for Philippine Environment
  http://www.fpe.ph

Europe

Poland, Slovakia, Ukraine

- The Foundation for Eastern Carpathian
  http://carpathianfoundation.eu

Spain

- Muruna Foundation
  http://muruna.ning.com/

South America, Latin America, and Caribbean

Argentina

- Fondo Ambiental para las Américas
  http://www.redlac.org/index.php?option=com_content&view=article&id=102&Itemid=51+&lang=en

Belize

- The Protected Areas Conservation Trust (PACT)
  http://www.pactbelize.org

Brazil

- Fundo Nacional do Medio Ambiente
  http://www.mma.gov.br
- Fundo Brasileiro para a Biodiversidade (FUNBIO)
  http://www.redlac.org/documentos/publicacionfan/docs/Brasil-Funbio-Redlac-versionfinal.doc
- Institute of the Environment and Renewable Natural Resources (IBAMA)
  www.ibama.gov.br

Colombia

- Fondo para la Accion Ambiental
  http://www.accionambiental.org
- Corporacion ECOFONDO
  *http://www.ecofondo.org.co/
  ecofondo/index.php*

Ecuador

- Fondo Ambiental Nacional
  http://www.fan.org.ec

El Salvador

- Fondo Iniciativa para las Americas
  http://www.fiaes.org.sv

Guatemala

- Conservation Trust Fund of Guatemala –
  Mesoamerican Reef Fund
  http://www.marfund.org

Haiti

- Fondation Hatienne de l'Environment
  *http://csohaiti.org/content/
  fondation-haitienne-de-lemvironment*

Honduras

- Fundacion Hondurena de Ambiente y
  Desarrollo (Fundacion Vida)
  http://www.fundacionvida.org

Jamaica

- Environmental Foundation of Jamaica
  http://www.efj.org.jm

Mexico

- Fondo Mexicano para la Conservacion de
  la Naturaleza
  www.fmcn.org/

Panama

- Fundacion para la Conservacion de la
  Naturaleza (NATURA)
  *http://www.ecoviajes.freeserv-
  ers.com/F%20C%20N%20.htm*
  http://www.naturapanama.org/

Peru

- Fondo de las Americas de Peru
  http://www.fondoamericas.org.pe/
- Fondo Nacional para las Areas Naturales
  Protegidas por el Estado (PRONANPE)
  *http://www.profonanpe.org.
  pe/peru01_eng.html*

Suriname

- Suriname Conservation Fund (SCF)
  http://www.ci-suriname.org/scf/
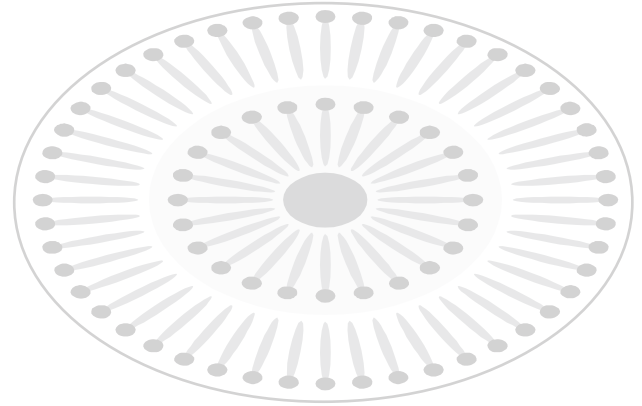
GLOSSARY OF TERMS

Activities

A defined agenda or list of happenings that will occur in order to accomplish the objective. It defines what, when, where, and who will be responsible for carrying out the planned agenda.

Affinity Group

A small group of activists (usually from three to 20 trusted friends and colleagues) who work together, taking direct action to address a shared concern or issue. They are organized in a non-hierarchical manner and reach decisions through consensus.

Budget

A formal itemization of project costs; the total amount of money allocated or needed for a particular purpose or period of time.

Capacity

A society or group's analytic abilities to synthesize issues within the most relevant context, apply problem-solving approaches, and implement solutions or improve efficacy. Organized philanthropy often deprives Indigenous communities of opportunities for genuine capacity building, which is more than a mere ability to manage and report on program goals and activities related to foundation protocols.

Donor (see also Funder)

One who contributes tax-exempt money, goods, or services to a cause or fund.

Executive Summary

A summarization of all the key information included in the proposal. It includes the issue, the solution, funding requirements, and information on the organization and community.

Evaluation

A method to determine the success of the project in meeting the stated goal(s) and accomplishment(s) of the planned activities.

Foundation

A tax-exempt organization created to provide financial support, a grant, to nonprofit and/or non-governmental organizations (NGOs).

Funder (see Also Donor)

One who contributes tax-free money, goods, or services to a cause or fund.

Fundraising

The organized activity of soliciting and collecting money or other resources for a non-profit or political organization.

Goal

Defines the scope of the project. It describes what you expect the project setting to be like after the project has completed its intervention. The goal is the solution to the issue; it is broad and almost visionary.

Guidelines

A specific outline of a proposal application provided by the foundation for the grant-seeker to follow in the proposal submission process.

Indicator

A description of data that can measure or verify an outcome.

Letter of Introduction

Sometimes referred to as a Letter of Intent, a Letter of Interest, and/or a Letter of Inquiry. A brief letter of two to three pages, outlining an organization's activities and its request for funding. It is used by the funder to screen applicants and to invite full proposals for submission. Many donors prefer to be contacted in this way prior to inviting a full proposal.

NGO

Non-governmental organization. A charitable organization that is non-governmental in its legal structure. In the United States, the equivalent term is nonprofit organization.

Objective

A series of specific accomplishments designed to address the statement of need and to attain the goal. It is an endpoint and not a process. It tells what you want to do and where you are going to do it. It is measurable and time-bound.

Outcome

A benefit that the community or a participant gains from the project. It determines a tangible or intangible change in behavior, knowledge, and/or attitude derived from the project.

Philanthropy

Not-for-profit initiatives to improve the material, social, and spiritual welfare of humanity, especially through formally organized charitable activities.

Proposal

A written application explaining the project, with a description of the implementing community and/or organization, often accompanied by supporting documents.

Prospect

A potential donor to an organization.

Resources

Those items needed to carry out the planned activities of a project. They can be money, equipment, personnel, space, expertise, and other tangible and intangible items. Resources determine the project's budget. Resources can be secured from the community, other organizations, outside sources, and/or from the funder.

Socially Responsible Investing

Socially Responsible Investing (also known as SRI, social or socially conscious investing, or ethical investing) began in the United States in the 1920s, when churches divested their holdings of gambling, alcohol and tobacco stocks. Today socially responsible investing is more sophisticated, allowing investors to not only avoid certain stocks, but to actively purchase stocks that meet their standards of socially responsible business conduct. The areas of concern recognized by the SRI industry can be summarized as environment, social justice, and corporate governance (ESG**.**

Statement of Need

Concisely states a situation that needs to be changed: it explains the situation, conditions, and reasons for your project. It does not discuss the solution or the project being proposed. It lays the groundwork to introduce your project.

Technical Assistance

Operational or management assistance that is given to nonprofit organizations. It can include fundraising assistance, budgeting and financial planning, program planning, legal advice, marketing, and other aids to management. Assistance may be offered directly by the staff of a foundation or corporation, or it may be provided in the form of a grant to pay for the services of an outside consultant.

THE WORLD BANK