

**GLOBAL GRANTMAKING  
FOR SMALL GRANTS**

*WORKSHOP PROCEEDINGS*

Co-organized by the Global Greengrants Fund,  
the World Bank Small Grants Program and  
the World Bank Grants Facility for Indigenous Peoples

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Copies of this document are available from:

Small Grants Program  
Social Development Department  
The World Bank  
1818 H. Street, N.W.  
Washington, D.C. 20433 USA  
Fax: (202) 522-1669

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## FOREWORD

The workshop, “Global Grantmaking for Small Grants” was co-organized by the Global Greengrants Fund and the World Bank Social Development Department’s Small Grants Program and Grants Facility for Indigenous Peoples. This workshop was an opportunity for the Bank and foundations to expand their knowledge of how small grants can be used as a tool for social change particularly in partnership with different donors.

The Bank is guided by three principles in its approach to social development: inclusion, cohesion, and accountability. The Small Grants Program and Grants Facility for Indigenous Peoples provide a mechanism for the Bank to support activities and projects that are requested by civil society groups and organizations themselves. Through small grants, we hope to strengthen the voices of diverse groups and promote the inclusion of a broad array of citizens’ initiatives in development policies and processes.

This workshop is just one of the ways that the Bank is trying to enhance its partnerships with the

foundation community. It is hoped that these proceedings will help to continue the dialogue of how we can work together to promote equal access to opportunities, enabling everyone to contribute to social and economic progress and share in its rewards.

I would like to acknowledge Chet Tchozewski, Executive Director of the Global Greengrants Fund and Yumi Sera, of the Small Grants Program/Grants Facility for Indigenous Peoples for co-organizing the workshop, Rob Buchanan, Director of International Programs of the Council on Foundation for serving as a bridge between the Bank and the foundation community in several of our partnership initiatives, Shauna Troniak for writing the proceedings, and Danielle Christophe for the design and layout of the publication.

**Steen Jorgensen**

*Director*

Social Development Department



## WORKSHOP OVERVIEW

“Global Grantmaking for Small Grants”, a one-day workshop co-organized by the Global Greengrants Fund and the World Bank Small Grants Program and Grants Facility for Indigenous Peoples, was held on February 7, 2005, at the World Bank offices in Washington, D.C. The meeting provided a forum for discussion on some perspectives and practical approaches to global small grants programs among a diversity of actors in the field, including public and private philanthropic institutions, international NGOs, multilateral organizations and other development agencies.

The main objectives of the workshop were to foster knowledge sharing and mutual learning from lessons and best practices in international small grants programming, and to encourage the formation of informal networks and partnerships as the basis for future collaborations. The issue of small grants as a tool for social change provided the main thematic focus for the workshop. Sessions led by international expert practitioners explored the current context of international grantmaking, institutional models and approaches, future strategies and practical next steps for international small grants programming.

During the presentations and subsequent discussions, several key points were noted by participants as matters for further consideration and reflection:

- Institutional values play an important role in shaping small grants programming. Grants funding should consistently adhere to an organization’s mission and strategy for creating social change.
  - Given that the goal of any small grant is the grant recipient’s “graduation” to larger grants and more sustained funding, grantmakers should target their resources to help recipients develop capacities and scale up their activities.
  - Small grants programs at the country level may maximize their impacts by scaling up operations to the multi-country level. The imperative, as one participant put it, was to move from “local victories to winning global battles”.
  - Small grants often play a role in funding larger projects and long-term social movements, and in these cases it can be difficult to directly attribute results to the impact of the small grant. There is a need to design better evaluations and impact assessment tools to reflect the process of social change, rather than concentrating solely on measurable social impacts.
- In the interest of establishing a framework for ongoing learning and networking, the closing session provided the participants an opportunity to make recommendations for next steps and continued collaboration following the workshop:
- Build a mechanism for gathering and sharing donor information. Look for similarities and overlap in grantmakers’ activities, priorities, and expertise; and use this information to help along further collaborations or sharing of resources.
  - Focus on building more partnerships among different types of grantmaking institutions, such as between foundations and multilateral organizations. Work to expand and diversify the international small grants community.
  - Establish an informal virtual network as a mechanism for continued knowledge sharing.
  - Apply a more strategic lens to building partnerships in order to benefit both social and organizational development objectives.

- Plan to meet again at other thematic events. Two upcoming events, both in April 2005, are:
  - Council on Foundations Annual Conference, April 10-12 in San Diego; and
  - Global Greengrants Fund Advisory Board Retreat in Amsterdam.

## SCOPE OF THE REPORT

This report presents highlights of the thematic sessions and discussions that followed, and summarizes notable good practices and practical advice offered by participants. It is not intended as an exhaustive report of participants' presentations and interventions, but rather as an overview to stimulate further reflection and comment.

The main sections of this report are organized by session topic. In addition, certain subject areas and themes are highlighted for the reader to reflect key questions and discussion points that emerged during the course of the workshop.

## OPENING SESSION

The workshop was opened jointly by Caroline Robb, Acting Director of the World Bank Social Development Department, and Jeff Thindwa, Acting Coordinator of the Participation and Civic Engagement Group, World Bank Social Development Department, both of whom stressed the significance of the workshop as an opportunity for the World Bank to expand its knowledge of how small grants can be used as a tool for social change, and how this can be done in partnership with others.

Mr. Thindwa expressed that the World Bank was most keenly interested in learning more from foundations about their international operations, and the potential of partnerships to provide substance

and foster creativity in the practice of grantmaking. Mr. Thindwa mentioned two grantmaking bodies currently housed in the Social Development Department, the Small Grants Program and Grants Facility for Indigenous Peoples, and how their focus on empowering marginalized and vulnerable groups complemented the social development objectives of the World Bank. Ms. Robb highlighted the potential impacts of small grants which, especially when implemented strategically and in partnership, can be a useful tool for achieving social development goals and stimulating positive social change.

Chet Tchozewski, Executive Director of the Global Greengrants Fund, focused his opening comments on some emerging issues on the role of small grants in international grantmaking. His remarks touched upon two issues that would become recurring areas for discussion throughout the day:

1. As small grants often provide the first step in nurturing the growth of civil society, there was a need for greater collaboration with medium and large funders to accommodate grantees as their capacities develop and needs change.
2. Given the global and cross-sectoral reach of small grants programs, there was also a need to clarify what was considered "small" in different operational contexts. This was important in large part to achieve an accurate appraisal of the resources available in small grants internationally.

Yumi Sera of the World Bank Small Grants Program and Grants Facility for Indigenous Peoples outlined the work of these two grantmaking programs housed within the Social Development Department. The Small Grants Program, now operating in almost eighty countries, supports activities related to the empowerment of citizens and development of more inclusive and equitable development processes, and has achieved success in forming some creative partnerships with foundations at the country level. The timing of the

workshop coincided with the annual meeting of the Board of the Grants Facility for Indigenous Peoples, a program now in its second year of operations which provides small grants to Indigenous Peoples organizations and communities.

Ms. Sera provided a summary of participants’ objectives and expectations for the workshop from an earlier exercise. Some common objectives were:

- Networking, communications and open dialogue
- Gaining knowledge of good practices, innovative methods and effective strategies for small grants programming
- Identifying synergies and opportunities for greater cooperation and partnerships
- Exploring the difference small grants can make and their potential social impacts

Ms. Sera identified two practical issues that had recurred in the morning discussions:

1. How to balance the practice of small grantmaking with larger organizational missions and values; and

**World Bank Small Grants Program**

The World Bank Small Grants Program (SmGP) provides grants to civil society organizations for the purpose of facilitating greater civic participation among groups traditionally excluded from the public arena. Now operating in almost eighty World Bank Country Offices, the program aims to increase the scale and quality of interactions between marginalized groups (or individuals) and governments, as well as other key development stakeholders such as CBOs, NGOs, private businesses, and the general public.

**World Bank Grants Facility for Indigenous Peoples**

The Grants Facility for Indigenous Peoples represents an innovative partnership between the World Bank and Indigenous Peoples leaders on a common initiative to support sustainable and culturally appropriate development projects planned and implemented by and for Indigenous Peoples. Through small grants, the program supports projects that include Indigenous Peoples in development operations, improve their access to key decision-makers, empower them to find solutions to the challenges they face, and promote collaboration in the public and private spheres. The innovative projects supported by the Grants Facility build on indigenous culture, identity, knowledge, natural resources, intellectual property and human rights.

The Grants Facility for Indigenous Peoples is governed by a Board with Indigenous Peoples as the majority and is managed out of a Secretariat at the World Bank. It will be transferred outside of the Bank next year.

2. How to use a small grant to empower grassroots actors to build their capacities to advocate for themselves and eventually scale up their activities.

**INTERNATIONAL GRANTMAKING:  
SETTING THE CONTEXT**

The session was moderated by Janet Entwistle, Senior Partnership Specialist with the World Bank Operational Policy and Country Services, who emphasized that a major objective of the day was to strengthen partnerships between the World Bank’s grantmaking operations and foundations engaged in similar types of work. This

session would provide an overview of perspectives and activities of both foundations and multilateral grantmaking institutions, from which basis similarities and opportunities for collaboration could be discerned.

#### **A. Rob Buchanan, Director of International Programs, Council on Foundations**

Mr. Buchanan presented highlights of the Foundation Center's 2004 study "International Grantmaking III: An Update on US Foundation Trends", which tracked 1998 - 2002 statistics in international giving to both overseas recipients and US-based international programs:

- International grantmaking by U.S. private and community foundations peaked in 2001 at \$3.3 billion, more than double the equivalent figures for 1998. This dramatic increase was caused in part by new accumulations of personal wealth and parallel growth in giving from globally-minded donors such as the Bill & Melinda Gates Foundation, as well as an increase in the overall number of both large and small international funders.
- During the study period, international giving outpaced overall giving from all types of foundations. Community foundations, though representing only 1% of international grantmaking, reported a 360% rate of growth in this area. Independent and corporate foundations, which now account for over 90% of international grantmaking, more than doubled their giving amounts.
- Though Mr. Buchanan noted that much of this new funding was made in the form of large grants of \$1 million or more, he also noted that small grants continue to represent a sizeable share of international grantmaking by U.S. foundations. Nearly half of all international grants in 2002 were for amounts of \$50,000 or less; the median grant amount of \$36,000 has remained relatively stable since the early 1990s.

While large grants tend to grab headlines, a very significant role exists for small grants as agents of positive social change at the grassroots level. Mr. Buchanan highlighted the relative flexibility and adaptability of small grants programs to local needs, particularly with regard to building the capacities of community-based organizations. Small grants can also provide a basis for closer linkages and mutual learning between grantmakers and grantees. Mr. Buchanan closed by listing some ways in which

#### **What Defines a "Small Grant"?**

Small grants are not just small in size. While there may not yet be an all-inclusive definition of what constitutes a small grant, some common features of small grants programs may assist in developing a working definition. For instance, small grants programs often:

- target small and/or community-based organizations;
- seek to affect social change at the local level;
- focus on capacity building and institutional support of beneficiaries;
- encourage greater dialogue and collaboration between grantmakers and beneficiaries.

small grantmakers can leverage their funds, such as developing partnerships, piloting and funding demonstration projects, funding advocacy organizations, and funding social movements and infrastructure over specific projects or activities.

#### **B. Paul Hubbard, Manager, Development Grant Facility, World Bank**

The Development Grant Facility (DGF), as the main grantmaking mechanism of the World Bank, provides grant funds for global and regional development

initiatives that complement regular Bank country assistance operations. Mr. Hubbard explained that, while the World Bank is primarily a lending institution, the DGF finances 58 separate initiatives that incorporate multi-country activities, promote partnerships, and utilize the World Bank's comparative advantage in the course of their activities. The DGF supports initiatives for which there is also significant funding leveraged from other sources, as well as a pre-existing strategy for disengagement.

Priority areas for funding include targeted research and action on topics such as health and communicable diseases, agriculture, environmental issues, and knowledge sharing and learning. Examples of initiatives that the DGF supports include the Consultative Group on International

#### **Addressing Growing Demand**

The non-profit sector is growing all the time, as is the number of grant applicants competing for a roughly fixed amount of funds. This can put real stress on grantmakers, especially on small organizations with limited resources, and pose challenges for forging and maintaining constructive partnerships with civil society.

One participant remarked that grantees and potential partners have in their experience been appreciative when a funder is clear and upfront about its funding priorities and criteria. Working through committees of locally-based advisers was presented as an additional mechanism for meeting this challenge.

Agricultural Research (CGIAR), the Post Conflict Fund, and the in-house Institutional Development Fund. One of the main challenges for the DGF in allocating its grant budget is that of selectivity in the face of high demand from many well-performing, quality and worthy programs.

## **GRANTMAKING INSTITUTIONAL MODELS**

Eleanor Fink, Foundations Coordinator with the World Bank and moderator for the session, reiterated the participants' common focus of using international small grantmaking to grassroots community organizations and leaders as a way of making a difference in the lives of communities. She remarked on the usefulness of thinking about practices, approaches and strategies to small scale grantmaking by many different types of international grantmaking institutions, from direct funders to international NGOs, public foundation intermediaries to multilateral organizations like the World Bank and others.

### **A. John Harvey, Executive Director, Grantmakers without Borders**

Mr. Harvey advanced the idea that the particular structure, operating procedures and funding mechanisms of any grantmaking program reflect its institutional values and views of social change. He first offered a brief overview of some common organizational features of successful small grants programs. With respect to mechanisms for funding internationally, grants may be disbursed directly to beneficiaries in a "cross-border grantmaking" arrangement, or through a variety of U.S. based intermediaries.

Mr. Harvey noted that international grantmaking institutions are often structured around their mechanisms of giving. If a funder gives directly to its beneficiaries, its structure might entail features such as local advisory boards, site visits, and a presence in the field. If the funder gives through a U.S. based intermediary with 501(c)3 charitable status, the funder would not be structured much differently from domestic grantmaking organizations.

Mr. Harvey stated that institutional values and views of social change have a large role to play in shaping an international grantmaker's small grants programming. Grantmakers should set a clear mandate for affecting social change and fund actions that will bring this vision to reality, whether this means

### **Funding through Intermediary Organizations**

U.S. based intermediary organizations, many of which specialize in small grants, can present a strategic advantage over larger funding institutions in this type of grantmaking. Grantmakers without Borders classifies some popular types of intermediaries as follows:

#### **“Friends of” funds**

Non-profit organizations affiliated with established institutions such as libraries, universities and foundations

#### **Open intermediaries**

Organizations that administer funding to beneficiaries selected by donors

Examples: Give2Asia and the Charities Aid Foundation-America

#### **Community-based foundations**

Organizations that grant based on the interests of their given community

Examples: Shefa Fund, Tides Foundation, International Community Foundation

#### **Re-granters**

International human rights, environmental and/or development organizations that provide financial support to overseas groups

Examples: Global Fund for Human Rights, Global Greengrants Fund, Global Fund for Women

#### **E-philanthropy**

Organizations, usually re-granters, whose main donor outreach strategy is web-based

Examples: NetAid, Virtual Foundation

#### **“Learn to give” re-granters**

Re-granters who bring donors together to encourage dialogue about philanthropy, collaborative decision-making, and combining resources

Examples: Acumen Fund, Clarence Foundation

In choosing the right intermediary, funders should take into account other issues such as the organization’s track record, its practices and operating procedures to ensure a seamless working relationship. While intermediaries can often disburse small grants more efficiently than larger funding institutions, transactional costs never disappear entirely and can represent a high percentage of any small grant.

funding large infrastructure projects or local community-based organizing. The basic operating procedures of a grantmaking institution, such as its application procedure or evaluation criteria, would also reflect the institution’s values and expectations. For

example, if the grantmaker values communication with beneficiaries as a means of effective grantmaking, reporting requirements and evaluations criteria that are simple and flexible would encourage a relationship of openness and trust with the grantee.

**B. Annie Hillar, Senior Program Officer, Global Fund for Women**

Ms. Hillar presented an overview of the organizational features and structure of the Global Fund for Women (GFW), a public foundation that promotes social change by providing small grants to grassroots women’s groups around the world. The GFW was founded on the fundamental values of empowering grassroots women and encouraging their ownership and control of the development processes that affect them. Ms. Hillar indicated that the GFW model was unique in that many of its priority areas for funding were set by the communities themselves. Operational procedures at all stages, from applications to evaluations, were purposefully flexible and designed to encourage participation and dialogue with beneficiaries.

In addition to its donors and grantees, the GFW network included 109 regionally based volunteer advisors and peer organizations who assisted GFW staff in reviewing the applications of all potential grantees. In an effort to make its awards as accessible as possible to its

beneficiaries, the GFW does not require that grassroots organizations be legally registered with an official bank account before receiving a grant. This inclusive and values-based approach carries with it some inherent challenges, including a dependency on staff innovation and additional strains on program resources.

The GFW has been functioning as a “next step grantor” for several advocacy groups under its Now or Never Fund, which supports groups advancing socially progressive and often controversial agendas in their home communities. These groups, which advocate on pressing social issues such as lesbian rights and abortion rights, routinely have difficulty in attracting sustained local and international funding for their cause. In such cases, the GFW has given larger and renewable grants to groups they have funded in the past.

**Are small grants enough?**

Small grants are a means to an end: The goal of any small grant is the “graduation” of the grantee to larger and more sustained funding. The challenge for small grants programs is how to encourage groups to develop the capacity to advocate for themselves and leverage new and sustained funding. Some ways grantmakers might meet this challenge:

- Fund activities that encourage the building of capacities and strengthening of institutions.
- Foster greater collaboration with funders of medium and large sized grants to better coordinate grantees’ process of scaling up.

**Challenges in Funding Social Movements**

Many grantmakers targeting the grassroots level view funding social movements or advocacy work as an effective way to help local actors build capacity and create new organizational structures to suit their ongoing needs. To an ever increasing degree, the World Bank, other multilateral development banks and bilateral donors are also funding budget support or programs rather than isolated projects. While this approach does bring advantages to remote and/or grassroots communities by ensuring they have the basic infrastructure to carry out their activities, it creates several particular challenges for grantmakers who offer grants for general support:

- In the absence of clear deliverables or measurable indicators of success, evaluations and impact assessment are more difficult to carry out.

### Challenges in Funding Social Movements (cont..)

- Beneficiaries at the very grassroots level may not yet have the capacity to manage small grants to their full potential.
- Without standard mechanisms for ensuring grantees' transparency, grantmakers who fund organizations may not be able to hold them accountable for their use of grant funds.

Laws and regulations in several countries, including the United States, may place restrictions on grants given to support organizations.

### Philanthropy for Social Change

Effective grantmaking results when clearly defined institutional values and expectations are reflected in programming. For instance, institutions that value a bottom-up and community-driven approach to development should design participatory application and reporting procedures to reflect this.

The GFW articulated an alternative view of philanthropy as a vehicle for social change at the grassroots, community level. As a means of furthering this vision, the GFW gives financial support to an international network of 17 women's funds which operate loosely on the model of the GFW. This priority is based on the belief that these locally-based organizations can most effectively advocate for social change in their communities and utilize small grants to mobilize funds from both local and international sources.

## TRACKING RESULTS AND MEASURING EFFECTIVENESS

Moderator Patrick Grasso, Adviser with the World Bank Operations Evaluation Department, briefly described his past experience as an evaluator of grant programs at the World Bank, as well as several major foundations and federal government institutions. The experts on the panel, said Dr. Grasso, were particularly qualified to offer the participants options, methods and techniques for effective and culturally appropriate evaluations of small grants programming.

### A. May Yacoob, Director, Monitoring, Evaluations and Knowledge Management, United Nations Foundation

Dr. Yacoob began with an anecdote from the history of the United Nations Foundation (UNF) to illustrate the potential of small grants to help organizations forge and maintain partnerships across sectors. Among its first grantmaking activities in the early 1980s, the UNF gave a series of small planning grants to groups of UN agencies for the purpose of encouraging greater inter-agency collaboration. As a result of this early partnership-building strategy, the participating agencies have continued to work together to a degree they did not before. This, said Dr. Yacoob, represented an important achievement in improving the capacity of the UN to deliver as a coordinated entity rather than as separate agencies. Through small grants, the UNF continues to nurture and support this strategy by helping in-country UN agencies and civil society actors develop what Dr. Yacoob called an "architecture of partnerships".

Because small grants deal with issues of social change, the qualitative aspects of what is learned in the process of grantmaking are much more effective than other, more formal types of evaluation done by outsiders. Dr. Yacoob outlined a grant planning and evaluations tool used by the UNF to form the basis of a focused dialogue with its grantees. Important indicators such as program innovation, results and impacts, financial efficiency and partnerships were ranked according to stakeholders' perception of their

effectiveness. This tool allowed a clear visual picture of a program’s shortcomings, successes and where improvements could be made. (see figure 1) She stated that the process of coming together to assess projects and learn from one another was the real value in this method of evaluation.

**B. Craig Russon, Evaluation Specialist, Russon and Associates**

Dr. Russon advanced the idea that the evaluations needs of projects funded by small grants and those funded by large grants are essentially the same, in that all evaluations essentially aim to answer two basic questions: “Are we doing the right things?”, and “Are we doing things right?”. The major difference between projects funded by small versus large grants really lies in their capacity to gather information to answer these questions. In this regard, projects funded by small grants face some special challenges.

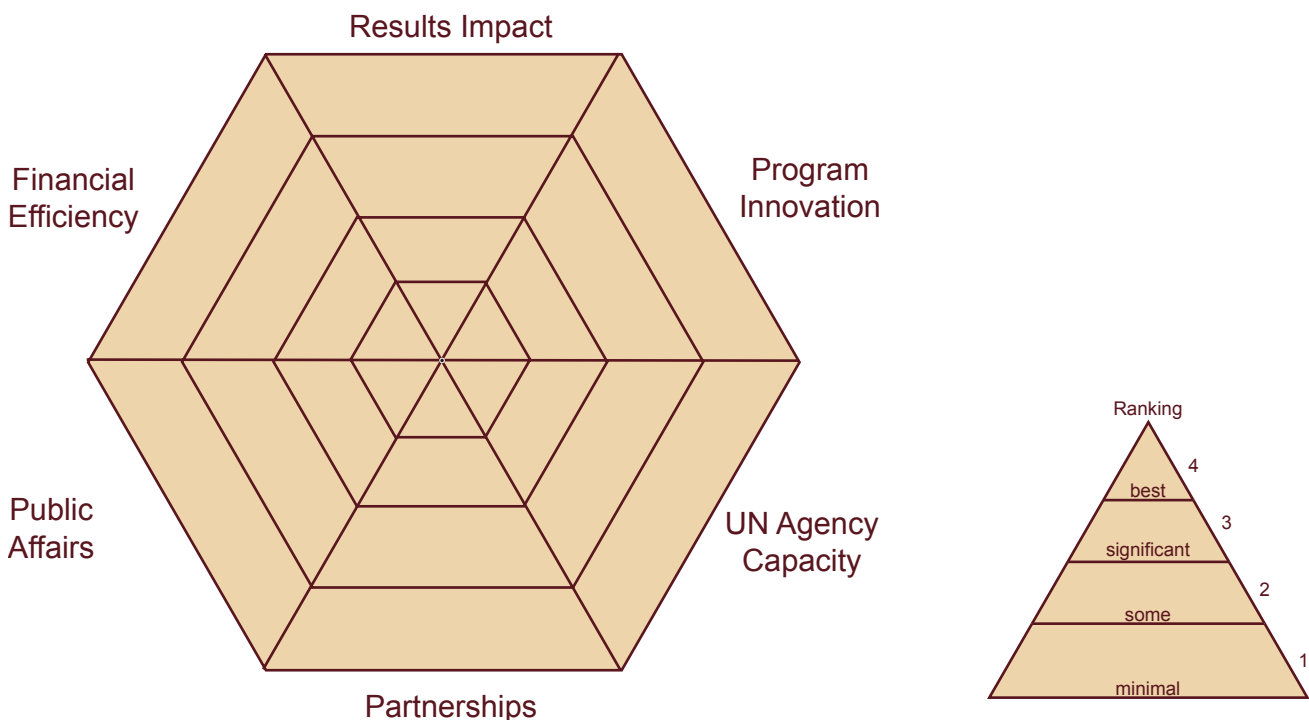
Dr. Russon identified two fundamental approaches to addressing the capacity issue. Organizations can

either hire external evaluation capacity or they can develop their own internal evaluation capacity. With regard to hiring external capacity, Dr. Russon pointed out that in the last ten years, the number of regional and national evaluation organizations that provide professional development opportunities to their members has grown dramatically. If one is going to hire external evaluation capacity, there is no reason not to use these local evaluators.

Unfortunately, there are problems with hiring evaluation capacity. They can be expensive relative to a small grant budget and, when the project is complete, they take all of the organization’s evaluation capacity with them. For these reasons, it makes the most sense for small-scale grantmakers to develop their own internal evaluation capacity.

Responding to a participant’s request for practical evaluation ideas, Dr. Russon described the Program Theory approach to evaluation. The steps for organizations to follow in this approach are:

**(Figure 1: UNF Grant Planning and Evaluations Tool)**



1. Decide on a program theory (also known as a theory of change).
2. Operationalize the theory by developing a logic model.
3. Focus one or two dimensions of the logic model such as outcomes and/or impacts.
4. Consult with primary stakeholders to determine their questions regarding these dimensions.
5. Develop indicators to help answer primary stakeholders' questions.
6. Devise methods to collect data for these indicators.

Dr. Grasso stressed that the advantage of following a theoretical model was that can provide a quick reference for keeping priorities in order and activities on track.

## STRATEGIES AND OPPORTUNITIES FOR GRANTMAKING

Stephen Lintner, Senior Adviser with the World Bank Quality Assurance and Compliance Unit, opened the session by remarking on the complementary perspectives of the panelists in exploring a range of strategies in the practice of small scale grantmaking. In describing some of their own programmatic innovations and challenges, the panelists would touch on such issues as partnership development, country-level approaches and maximizing the social impact of small grants.

### A. Pablo Guerrero, Adviser, Operations Policy and Country Services Network, World Bank

Dr. Guerrero provided the context under which the World Bank operates at the country level and highlighted some key challenges resulting from this approach. The Bank's current approach employs tools such as the Comprehensive Development Framework which underpins Poverty Reduction Strategies and Country Assistance Strategies to guide its country-level operations. This general strategy has been the subject of comprehensive review both within and outside the

Bank. Some key findings are:

1. There is sometimes a disconnect between strategic efforts at the country level, which are too often cast in the short-term, and longer-term development strategies such as the Millennium Development Goals.
2. While the involvement of civil society and the private sector in these processes is truly essential for the success and sustainability of country-level reforms, their actual involvement in these processes often lags behind formal institutions of government. This may be of concern to grantmakers who are also seeking to better engage with civil society actors at the country level.
3. The delivery of assistance by the World Bank and other development assistance strategies is constrained by the fact that many low- and middle-income countries do not yet have strong information systems in place to manage implementation of their strategies .

### B. Chet Tchozewski, Executive Director, Global Greengrants Fund

Responding to Mr. Harvey's assessment that small grants programs reflect institutional theories of social change, Mr. Tchozewski articulated his own theory that societies change as a result of the ability of social movements to act on unexpected political opportunities. Small grants may be viewed in this way as an enabling force for social movement leaders to leverage opportunities for creating positive social change. Identifying these opportunities becomes the key in this scenario, and small grants programs must therefore focus on building capacities and empowering leaders to act on their instincts when an opportunity for action arises.

Mr. Tchozewski next gave an overview of the Global Greengrants Fund (GGF), its principles and implementing strategies for funding social change through small grants. He noted GGF priorities in making small grants to grassroots groups "with a minimum of bureaucracy and a maximum of trust", describing this approach as "both effective and cost-effective". The

GGF relies on its network of 120 locally-based volunteer advisors to endorse applicants for funding and act as “mentors” to grantees throughout the funding process.

Mr. Tchozewski acknowledged that while many of its grants could be considered high-risk, a small average grant amount of \$3,200 allowed for greater freedom to choose what types of institutions and activities to fund. The GGF kept its costs at roughly one third those of any private foundation, with an average transaction cost of \$1,400 per grant, and thus had a comparative advantage in small grantmaking over larger funding institutions.

He described significant strides the GGF has recently made in stimulating indigenous philanthropy by creating independent grassroots environmental funds in Brazil, Mexico and Indonesia.

He closed by describing some limitations of the GGF model for grantmaking, including its position as an added intermediary and the increased transaction costs this might imply. Also, with a grantmaking budget of \$2 million per year, the GGF has prioritized spreading its resources thinly over generating direct and measurable social impact with its grants. Finally, while

the costs associated with coordinating its networks of advisors are one of the GGF’s main expenses, this feature also adds unmistakable value to its programs.

### **C. Terence Hay-Edie, Biodiversity Programme Officer, UNDP/Global Environment Facility/Small Grants Programme**

Dr. Hay-Edie explained that whilst much of the Global Environment Facility (GEF) funds go directly to governments, the GEF Small Grants Program (SGP), hosted by UNDP on behalf of the three implementing agencies of the GEF (notably UNDP, UNEP and the World Bank) is the main window within the GEF that funds non-governmental organizations and community-based organizations. The GEF SGP supports community-based initiatives and activities that seek local solutions to address global environmental problems relating to the focal areas of the GEF, notably climate change, integrated land management, biodiversity, international waters and persistent organic pollutants. The GEF SGP operates through a decentralized network of national coordinators in each of its 83 operating countries. The strategic direction for the program in each country is decided by voluntary National Steering Committees (NSCs) made up of 12 members composed of a cross-section of technical experts, government officials, NGO representatives, academia, with a non-governmental majority.

#### **Calculating transaction costs**

The transaction cost per grant can be calculated by dividing the grantmaker’s total operating expenses by its total number of grants.

Since transaction costs for grantmaking are roughly fixed regardless of the size of the grant, there exists a natural incentive to make grants larger so the percentage of administrative costs is lower. Some small grants programs have begun experimenting with ways of using civil society actors on a volunteer basis as a way of decreasing administrative and transaction costs.

#### **Experimenting with Innovative Project Formats**

The Indonesian program of the GEF SGP is currently working with Indigenous communities in Sumatra on methods of video documentation, including the creation of video project proposals. Using a video format allows communities to directly present what they want to do to the funders, and creates a visual record that can be used as a monitoring tool to show impacts at later stages of grant-funded activities.

At the project level, the GEF SGP has demonstrated within the GEF the possibility of partnerships and co-financing from both communities, as well as actors from across civil society. An important challenge for the program has been the growing need to collaborate with other small grants programs in developing standardized indices of the important in-kind contributions that communities make in co-financing projects.

### Scaling Up to the Multi-Country Level

Several methods were identified by participants interested in scaling up current country-level activities to the multi-country level. The former CEO of the GEF articulated the challenge of small grants as “bringing many pinpoints of light to become a spotlight at the community, national and global levels”.

- The Global Greengrants Fund has been focused on creating an “alliance of funds”, fostering indigenous philanthropy in Brazil, Mexico and Indonesia.
- The UNDP/GEF/SGP has linked its technical support to regional “clusters” of projects in areas such as apiculture and handicrafts, as well as through federations of regional NGO networks.
- IUCN-Netherlands works to develop strategic partnerships with actors at the multi-country level.

## EXPLORING SYNERGIES

### A. Saida Bagirova, Operations Officer, Small Grants Program – Azerbaijan, World Bank

In this final session, Ms. Bagirova gave an example of a small grants partnership at the country level in the context of a World Bank Country Assistance

Strategy. She described the experience of the World Bank Azerbaijan Small Grants Program in building partnerships and coordinating activities with other actors at the country level. The country office established its first partnership with the Open Society Institute three years ago on the basis of providing knowledge to the World Bank on how to operate and administer small grants programs. In the subsequent two years partnerships evolved with other partners such as the Eurasia Foundation.

## CLOSING REMARKS AND NEXT STEPS

The final session also provided a chance for participants to voice their suggestions and strategies for further development of collaborations and partnerships. One participant remarked on the need to look at different partnership models, such as co-financing arrangements between grantmakers, as a way of building greater collaboration in the field. The role of international grantmakers in supporting indigenous philanthropy was also discussed as an opportunity to cultivate partnerships with national actors already working within a country’s existing system for philanthropy. Finally, the role of beneficiaries themselves as grantmakers, in particular Indigenous Peoples, was identified as an issue for further study and reflection.

To continue to build on the discussion and connections made during the meeting, the group agreed to three proposals for subsequent action:

1. Reconvene the group for a similar networking meeting with European foundations and grantmakers. Alternatively, it was proposed that a future meeting could focus on a specific topic such as evaluations.
2. Compile a comprehensive database or profiles of small grants funds. Three participants agreed to develop the idea and locate a suitable organization to house the project.

3. Organize an information-sharing and networking meeting of grantmakers for Indigenous Peoples. The Secretariat of the Grants Facility for Indigenous Peoples undertook to organize a one-day workshop that would focus on the elements of culturally appropriate grantmaking for Indigenous communities. The meeting has been scheduled for Tuesday, May 17, 2005 at the World Bank Offices in New York.

## ANNEX I: WORKSHOP PROGRAM

**Global Grantmaking for  
Small Grants Workshop**  
Co-Sponsored by the Global Greengrants  
Fund and World Bank  
World Bank, Washington, DC  
1850 I Street, NW  
Conference Room I 1-200  
February 7, 2005

### Purpose

The Global Greengrants and the World Bank Small Grants Program and Grants Facility for Indigenous Peoples are co-organizing a one-day workshop of funders of global small grants programs to share lessons and to strengthen collaboration between international grantmakers: multilateral agencies, private philanthropic organizations, and other development agencies. The main purpose of the workshop is to explore and discuss among participants *how small grants could be used as a tool for social change*.

Following are areas of focus for the workshop:

#### ***International Grantmaking: Setting the Context***

The purpose of this session is to provide an overview of international grantmaking from the perspective of foundations and from the World Bank. This session will set the context and provide an orientation for foundation and multilateral agencies to understand the different perspectives, trends, and operations.

#### ***Grantmaking Institutional Models***

The purpose of this session is to look at examples and practices of institutional mechanisms and structures for small grantmaking, including governance/board composition and role, decision making mechanisms, resource mobilization, partnerships, and administrative structure. The session will address how grantmakers

set their strategic objectives and priorities.

#### ***Tracking Results and Measuring Effectiveness***

The purpose of this session is to discuss how small grants can have a big impact especially with grassroots community groups. Evaluation experts will discuss the latest methods for cost-effective and culturally appropriate monitoring and measuring results of funded projects and activities. They will also discuss how evaluation fits into strategy development and resource mobilization and how to disseminate learnings.

#### ***Strategies and Opportunities for Grantmaking***

The purpose of this session is to explore the elements of making grants strategically, such as considering country context or national strategies and voices of marginalized groups. The session will also discuss balancing development priorities and donor interests and intent; strategic partnerships with corporations, with the public sector, and the communities; how to identify gaps or niches for grantmaking.

#### ***Synergies and Networking***

The closing session will be an open time for participants to plan next steps or potential areas of collaboration. The discussion may focus on formal and informal mechanisms to increase communication, learning, and collaboration among grantmakers providing small grants. Adequate time for discussion during the sessions, breaks, meal times, and an evening reception will offer ample time for networking.

### **Audience**

Participants are grantmakers who provide small grants internationally. The participants include private foundations, multilateral agencies, and other

donors. The workshop is designed to allow maximum participation and learning by and among participants.

### For More Information

#### Chet Tchozewski

Executive Director  
Global Greengrants Fund  
Tel: 1-303-939-9866  
Email: chet@greengrants.org

#### Yumi Sera

Secretariat  
Small Grants Program  
Grants Facility for Indigenous Peoples  
Social Development Department  
The World Bank  
Tel: 1-202-473-2416  
Email: ysera@worldbank.org

### Detailed Program and Schedule

#### 8:30 am *Registration and Continental Breakfast*

#### 9:00 am *Welcome*

- *Jeff Thindwa, Acting Coordinator, Participation and Civic Engagement Group, Social Development Department*

#### 9:15 am *Purpose of Workshop*

##### *Introductions / Expectations of Participants*

- *Chet Tchozewski, Executive Director, Global Greengrants Fund*
- *Yumi Sera, Secretariat, Small Grants Program and Grants Facility for Indigenous Peoples, Social Development Department, World Bank*
- *Moderator for Workshop: Janet Entwistle, Sr. Partnership Specialist, Operational Policy and Country Services*

#### 9:30 am **International Grantmaking: Setting the Context**

The purpose of this session is to provide an overview of international grantmaking from the perspective of foundations and from the World Bank. This session will set the context and provide an orientation for foundation and multilateral agencies to understand the different perspectives, trends, and operations.

- *Rob Buchanan, Director of International Programs, Council on Foundations*
- *Paul Hubbard, Manager, Development Grants Facility, World Bank*
- *Moderated by Janet Entwistle*

#### 10:00 am **Grantmaking Institutional Models**

The purpose of this session is to look at examples and practices of institutional mechanisms and structures for small grantmaking, including governance/board composition and role, decision making mechanisms, resource mobilization, partnerships, and administrative structure. The session will address how grantmakers set their strategic objectives and priorities based on their philosophy for respectful and responsive grantmaking. The example of models will focus on how international small grantmaking to grassroots community organizations and leaders could make a difference in the lives of communities.

- *John Harvey, Executive Director, Grantmakers without Borders*
- *Annie Hillar, Senior Program Officer, Global Fund for Women*
- *Moderated by Eleanor Fink, Foundations Coordinator, World Bank*

#### 11:15 am *Coffee and Tea Break*

#### 11:30 am **Tracking Results and Measuring Effectiveness**

The purpose of this session is to discuss how small grants can have a big impact especially with grassroots

community groups. Evaluation experts will discuss the latest methods for monitoring and measuring results of funded projects and activities. They will also discuss their experience in how evaluation fits into strategy development and resource mobilization and how to disseminate learnings.

- *Craig Russon, Evaluation Specialist, Russon and Associates*
- *May Yacoob, Director, Monitoring, Evaluations and Knowledge Management, United Nations Foundation*
- *Moderated by Patrick Grasso, Adviser, Operations Evaluation Department, World Bank*

### **12:15 pm Lunch**

*Time for informal networking*

### **1:15 pm Strategies and Opportunities for Grantmaking**

The purpose of this session is to explore the elements of making grants strategically, such as considering country context or national strategies and voices of marginalized groups. The session will also discuss balancing development priorities and donor interests and intent; strategic partnerships with corporations, with the public sector, and the communities; how to identify gaps or niches for grantmaking.

- *Terence Hay-Edie, Biodiversity Programme Officer, UNDP/Global Environment Facility/Small Grants Programme*
- *Pablo Guerrero, Advisor, Operations Policy and Country Services Network, World Bank*
- *Chet Tchozewski, Executive Director, Global Greengrants Fund*
- *Moderated by Stephen Lintner, Sr. Advisor, Quality Assurance and Compliance Unit, World Bank*

### **3:15 pm Coffee and Tea Break**

### **3:30 pm Exploring Synergies**

Participants – having heard the day-long discussions on grantmaking – will have the opportunity to explore ways to collaborate with one another by focusing on shared interests and fields. This may take the form of on-going learning and communication through established networks or finding ways to support grantees in a collaborative manner. The group may develop plans for action steps.

- *Co-Facilitated by Yumi Sera and Saida Bagirova, Operations Officer, World Bank Azerbaijan*

## ANNEX II: ORGANIZATION PROFILE

### **Council on Foundations ([www.cof.org](http://www.cof.org))**

Founded in 1949, the Council on Foundations is a nonprofit membership association of grantmaking foundations and corporations. The Council's mission is to serve the public good by promoting responsible and effective philanthropy. Members of the Council include more than 2,000 independent, operating, community, public, and company-sponsored foundations; corporate giving programs; and foundations in other countries. Council members make grants both domestically and internationally. Through their subscription to a set of Principles and Practices for Effective Grantmaking, Council members provide leadership in public accountability in the field of organized philanthropy.

### **Fund for Global Human Rights**

([www.hrfunders.org/fghr](http://www.hrfunders.org/fghr))

Securing the most basic freedoms for people worldwide requires front-line organizations challenging abuse wherever it occurs. The Fund for Global Human Rights finds the most effective human rights activists in countries around the world and gives them the resources to do their work. By funding these local human rights heroes—who often work at great personal risk—the Fund aims to strengthen their efforts, while bringing needed global attention to their plight. Despite the importance of this on-the-ground work, many human rights groups have woefully little access to the financial resources and support that would amplify their voices and increase their impact. A group of U.S. and Europe-based foundations created the Fund for Global Human Rights in 2001 to bring new financial and other support to struggling, often isolated human rights organizations. The Fund's ultimate goal is to ensure a strong, indigenous human rights community in every country around the world. To this end, the Fund works to (1) increase the financial resources available for human rights activism everywhere in the world, and (2) facilitate access to the services and tools that human rights activists need to be effective on the frontlines. In 2004, its second

year of operation, the Fund made grants totaling \$1.5 million to over sixty human rights organizations in Central America, West Africa, North Africa and South Asia.

### **Global Fund for Women**

([www.globalfundforwomen.org](http://www.globalfundforwomen.org))

The Global Fund for Women is the largest foundation in the world that focuses exclusively on advancing women's rights internationally. Grants made by the Global Fund expand the choices available to women and girls, securing their efforts to strengthen economic independence, increase access to education and prevent violence. Since 1987, the Global Fund has awarded \$36.8 million to seed, strengthen and link over 2,500 groups in 160 countries. The Global Fund for Women is the only foundation in the world that awards grants to independent women's human rights organizations in 160 countries. These groups are run by women who are bold risk-takers and, with minimal resources, challenge the conditions and inequalities in their communities. As a result, they advance the ability of women and girls to gain access to education and reproductive rights and choice, participate in their electoral processes and fulfill their creative potential without fear of violence. Through an international advisory council of more than 100 activists, scholars and entrepreneurs, the Global Fund has awarded over \$38 million to more than 2,600 grassroots women's groups since 1987.

### **Global Greengrants Fund ([www.greengrants.org](http://www.greengrants.org))**

The Global Greengrants Fund supports grassroots groups working for environmental justice and sustainability around the world. Grants fund grassroots action in some of the world's most despoiled and impoverished places. Global Greengrants operate with the belief that grassroots groups are key to solving intractable problems and halting cycles of poverty, powerlessness and environmental destruction. Grants offer hope and tap the energy of communities where other sources of support are unavailable. (Global Greengrants is the co-convener of the workshop.)

**GrantCraft, Ford Foundation**  
([www.grantcraft.org](http://www.grantcraft.org))

GrantCraft — a three-year old project of the Ford Foundation to collect practical wisdom from grant makers in a wide variety of contents about the tools and skills they use to be effective. The material is organized into guides, videos and cases available to anyone who is interested at [www.grantcraft.org](http://www.grantcraft.org).

**Grantmakers Without Borders**  
([www.InternationalDonors.org](http://www.InternationalDonors.org) and [www.gwob.net](http://www.gwob.net))

Grantmakers Without Borders is a funders' network striving to fight global poverty and foster justice by increasing international social change philanthropy. Our members include trustees and staff of private and public foundations, individual donors, donor-activists, and other allies in philanthropy. Grantmakers Without Borders taps into this wealth of resources to encourage and promote globally minded grantmaking. For those new to the field, we provide peer-to-peer guidance on international grantmaking. For current international funders, we offer a space for continued education and community. In all our efforts, Grantmakers Without Borders is committed to the ideals of justice, equity, peace, democracy, and respect for the environment. We value and respect the wisdom and experience of local communities in all their diversity, and we are dedicated to amplifying the voice of the global South in international philanthropy. Grantmakers Without Borders is a project of the Tides Center.

**Inter-American Foundation ([www.iaf.gov](http://www.iaf.gov))**

The Inter-American Foundation (IAF) believes, and its experience confirms, that the best ideas for social and economic development come from people determined to improve the conditions of their lives and build a better future for their children. Since 1969, when Congress created the IAF to deliver U.S. assistance directly to poor people in Latin America and the Caribbean, the IAF has funded over 4,400 development projects. The IAF neither designs nor implements projects. Rather, it responds with grants to the best development proposals received from

community and other non-governmental organizations throughout the region. Many of those projects provided new development lessons that other donor agencies now follow: the importance of people's participation in projects meant to benefit them; the potential of microcredit to create small businesses and jobs; the importance of strengthening cultural identity; the ways conservation and economic development can work together; how businesses, municipal governments, and grassroots organizations can form alliances; and many more.

**Netherlands Committee for IUCN ([www.nciucn.nl](http://www.nciucn.nl))**

IUCN, or the World Conservation Union, was founded in 1948 and brings together 79 states, 112 government agencies, 760 non-governmental organizations (NGOs), 37 affiliates, and some 10,000 scientists and experts from 181 countries in a unique world-wide partnership. Its mission is to influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable. The Netherlands Committee for IUCN (NC-IUCN) aims to promote, in cooperation with the IUCN and its members, the conservation and responsible management of nature and natural resources in the international context. The Netherlands Committee is a cooperative agreement between the Dutch members of IUCN and the Dutch members of the six international IUCN commissions. NC-IUCN administers several small grants programmes for projects aimed at the conservation and sustainable management of biodiversity. A guiding concept for the small grants programmes is the ecosystem approach where not only biodiversity and conservation are taken into account, but also the long term economic and social impacts of projects. Where possible, improvement of livelihoods and biodiversity conservation must complement each other in the projects funded through these programmes.

**New Field Foundation**

New Field Foundation contributes to the creation of a safe and sustainable world by supporting

women and families to overcome poverty, violence, and injustice in their communities. New Field Foundation is currently focusing on sub-Saharan Africa and operates in support of Tides Foundation's international grant making.

### **Open Society Institute ([www.soros.org](http://www.soros.org))**

The Open Society Institute (OSI) is a private operating and grantmaking foundation based in New York City that serves as the hub of the Soros foundations network, a group of autonomous foundations and organizations in more than 50 countries. OSI and the network implement a range of initiatives that aim to promote open societies by shaping government policy and supporting education, media, public health, and human and women's rights, as well as social, legal, and economic reform. To diminish and prevent the negative consequences of globalization, OSI seeks to foster global open society by increasing collaboration with other nongovernmental organizations, governments, and international institutions. OSI was founded in 1993 by investor and philanthropist George Soros to support his foundations in Central and Eastern Europe and the former Soviet Union. Those foundations were established, starting in 1984, to help former communist countries in their transition to democracy. The Soros foundations network has expanded its geographic reach to include foundations and initiatives in Africa, Latin America and the Caribbean, Mongolia, Southeast Asia, Turkey, and the United States. OSI also supports selective projects in other parts of the world.

### **Schooner Foundation**

The Schooner Foundation is a progressive family foundation that honors human dignity, thinks big, and acts where trustees see the greatest need and opportunities for leverage locally, nationally and globally. Nimble, resourceful, and imaginative, the foundation invests in leaders and developing the capacity of their organizations and networks. Based in Boston, Massachusetts it focuses primarily on human rights and peace and security.

### **United Nations Foundation**

The United Nations Foundation promotes a more peaceful, prosperous, and just world through the support of the United Nations. Through the Foundation's grantmaking and advocacy, and by building innovative public-private partnerships, they act to meet the most pressing health, humanitarian, socioeconomic, and environmental challenges of the 21<sup>st</sup> century. The UN Foundation engages in four primary areas of work in pursuit of its mission: *Grantmaking*: Providing additional funding for programs and people served by UN agencies. *Strengthening UN Institutions and Encouraging Support for the UN and UN Causes*: Helping to forge new partnerships among and between UN agencies, the private sector and NGOs in order to build support for the UN and its efforts while also enhancing the effectiveness of service delivery. *Telling the Story*: In cooperation with the Foundation's sister organization, the Better World Fund, sponsoring or conducting outreach efforts aimed at educating the public about the UN's unique role in addressing global issues and forging international cooperation. *Raising New Funds to Support UN Programs and Purposes*: Encouraging other public and private funders to join and help demonstrate what the UN and the world can do when the public and private sectors cooperate and co-invest.

### **UNDP Global Environment Facility Small Grants Programme ([www.undp.org/sgp](http://www.undp.org/sgp))**

Since 1992, the GEF SGP has promoted grassroots action to address global environmental concerns. SGP allocates grants of up to \$50,000 – with an average grant size of between US\$10-20,000 – directly to non-governmental, community-based organizations (CBOs) and indigenous peoples organizations to support their efforts to protect the environment while generating sustainable livelihoods. The programme currently operates through a decentralized management system in 83 developing countries in Africa, Arab States, Asia and the Pacific, CIS, Latin America and the Caribbean. Specific criteria established by a global strategic framework guide the approval of grants

at the national level enabling GEF SGP to be demand rather than supply driven. Country level activities are guided by National Steering Committees (NSCs) made up of a non-governmental majority of representatives from national NGOs, academia, co-funding donors, UN agencies, the private sector, as well as indigenous peoples' representatives. In order to facilitate the process of grant applications for local NGOs, CBOs and indigenous peoples, country programmes often organize workshops and "write-shops" to help communities draft grant proposals to address their needs whilst meeting GEF SGP criteria. For final project approval, NSCs consider whether proposals received are feasible, meet GEF SGP criteria, and identify areas of additional support for potential grantees.

## **World Bank Programs**

### **World Bank Community Foundations**

The World Bank is exploring what role it might play in supporting the development of community foundations (CFs) in less developed countries. The move to explore the potential of CFs flows from the Bank's interest in Community Driven Development. The goals of Community Driven Development are to support the broad based participation of community groups in the economic and social programs which affect their lives, strengthening democratic processes and improving governance. CFs could potentially play a role in deepening and sustaining this effort. The Bank is considering ways it could catalyze growth of CFs through raising awareness amongst Bank staff, supporting favorable legal environments in dialogue with local governments, introducing the idea of CFs to stakeholders in those countries, and providing training, know how and possibly grant funding. World Bank's Community Foundations Initiative is result of a partnership between the Bank and several foundations partners and is co-funded by both sides and is advised by joint Advisory Committee.

### **Development Grant Facility**

The Development Grant Facility (DGF) was established in 1997 to integrate the overall strategy, allocations, and management of Bank grant-making activities funded from the Administrative Budget under a single umbrella mechanism. The DGF establishes grant-making as an integral part of the Bank's development work and an important complement to its lending and advisory services. It sets out the overall Bank strategy of using grants to a) encourage innovation, b) catalyze partnerships, and c) broaden the scope of Bank services. In addition, all grants must meet sector and institutional priorities, be of high quality, and conform to eight eligibility criteria. The DGF allocation mechanism calls for each grant proposal to have a Bank sponsor, for it to be reviewed and prioritized within Sectors and Networks, and then be considered against institutional priorities through a Bank-wide DGF Council. The DGF Council is supported by a small DGF secretariat team which stands ready to provide assistance. The Fiscal Year 2005 DGF budget is \$174.2 million, covering 58 grant programs.

### **Development Marketplace**

*([www.developmentmarketplace.com](http://www.developmentmarketplace.com))*

The Development Marketplace (DM) is an initiative of the World Bank which provides a competitive, transparent approach to engage with and support a wide range of development activities. Since 1998, the DM has awarded US\$24 million in seed capital to more than 500 projects that have offered hope and opportunity to poor people in over 50 developing countries. Operating at both the country/regional and global levels, the DM has expanded its activities in FY05. On the calendar are ten country/regional events covering 15 countries focusing on local priorities such as HIV/AIDS in southern Africa as well as a global event focusing on the environment. One of the DM's key benefits is providing a channel for expanding the World Bank's engagement with grassroots actors on the frontier of development – NGOs, academia, private firms, development agencies, and government.

### **Foundations Unit**

*([www.worldbank.org/foundations](http://www.worldbank.org/foundations))*

The Foundations Unit is responsible for managing Bank/Foundations relations by providing policy, strategic planning, and program guidance to the Bank's regions, sectors, and networks on establishing partnerships with foundations. It is also responsible for advancing an understanding of the work and the organization of the World Bank Group within the international foundation community.

### **World Bank Grants Facility for Indigenous Peoples**

*([www.worldbank.org/indigenous](http://www.worldbank.org/indigenous))*

The Grants Facility for Indigenous Peoples supports sustainable and culturally appropriate development projects planned and implemented by and for Indigenous Peoples. Through small grants, it supports the aspirations of Indigenous Peoples and funds projects that include Indigenous Peoples in development operations, improve their access to key decision makers, empower them to find solutions to the challenges they face, and promote collaboration

in the public and private spheres. Indigenous Peoples leaders and the World Bank are working closely on the governance structure and plans for transition to an entity outside the World Bank. (The Grants Facility for Indigenous Peoples is the co-convener of the workshop.)

### **World Bank Small Grants Program**

*([www.worldbank.org/smallgrantsprogram](http://www.worldbank.org/smallgrantsprogram))*

The Small Grants Program provides grants to civil society organizations through participating World Bank Country Offices. The Small Grants Program has a total annual budget of \$2.5 million and operates in eighty countries. The Program focuses on "civic engagement" which is defined as citizens, either individually or as organized groups, interacting with the public sector to strengthen mechanisms for inclusion, accountability, and participation in order to enhance and influence development outcomes. The Program partners with foundations, development agencies, and civil society organizations to facilitate civic engagement. (The Small Grants Program is the co-convener of the workshop.)

**ANNEX III: PARTICIPATION LIST****Rebecca Adamson**

President  
 First Nations Development Institute  
 2300 Fall Hill Ave., Suite 412  
 Fredericksburg, VA 22401  
 Tel: (540) 371-5615  
 Fax (540) 371-3505  
 Email: info@firstnations.org  
 Web: www.firstnations.org

**Tomas Alarcon**

Board member, Grants Facility for Indigenous Peoples  
 CAPAJ  
 Av. 2 de Mayo, No. 644  
 Tacna, Peru  
 Tel: 51 (52) 74-26-01  
 Email: jachajawira@yahoo.com

**Saida Bagirova**

Operations Officer,  
 Small Grants Program - Azerbaijan  
 World Bank  
 91-95 Mirza Mansur Street,  
 Icheri Sheher,  
 Baku, Azerbaijan AZ1004  
 Tel: 994 (12) 492 1941  
 Fax: 994 (12) 492 1479  
 Email: sbagirova@worldbank.org

**Belen Barbeito**

Program Analyst, Grassroots  
 Business Initiative  
 International Finance Corporation  
 2121 Pennsylvania Ave., NW  
 (Mailstop F 4P-403)  
 Washington, DC 20433  
 Tel: (202) 458-8449  
 Email: abarbeito@ifc.org

**Vital Bambanze**

Board member, Grants Facility for Indigenous Peoples  
 Unissons-Nous Pour la Promotion des Batwa  
 Chaussee du P.L. Rwagasore No. 50  
 Bujumbura, Burundi  
 Tel: + 257 21 23 25  
 Email: vbambanze@hotmail.com

**Patrick Breslin**

Vice President, External Affairs  
 Inter-American Foundation  
 901 North Stuart  
 Arlington, VA 22203  
 Tel: (703) 306-4311  
 Email: pbreslin@iaf.gov

**Rob Buchanan**

Director, Intl. Programs  
 Council on Foundations  
 1828 L St., NW  
 Washington, DC 20036  
 Tel: (202) 467-0391  
 Fax: (202) 785-3926  
 Email: buchr@cof.org  
 Web: www.cof.org

**Daniel Crisafulli**

Co-manager  
 Development Marketplace  
 World Bank  
 1818 H St., NW (Mailstop MC 8-802)  
 Washington, DC 20433  
 Tel: (202) 473-9367  
 Email: dcrisafulli@worldbank.org

**Melissa Dann**

Sr. Program Officer, Environment  
Wallace Global Fund  
1990 M St., NW, Suite 250  
Washington, DC 20036  
Tel: (202) 452-1530  
Email: mdann@wgf.org  
Web: www.wgf.org

**Katrinka Ebbe**

Consultant, Poverty Reduction Group  
World Bank  
1818 H St., NW (Mailstop MC 6-615)  
Washington, DC 20433  
Tel: (202) 473-5883  
Email: kebbe@worldbank.org

**Janet Entwistle**

Sr. Partnership Specialist, Operations Policy  
and Country Services Network  
World Bank  
1818 H St., NW (Mailstop MC 10-1020)  
Washington, DC 20433  
Tel: (202) 473-5956  
Email: Jentwistle@worldbank.org

**Eleanor Fink**

Foundations Coordinator, Global Programs  
and Partnerships Dept.  
World Bank  
1818 H St., NW (Mailstop MC 6-622)  
Washington, DC 20433  
Tel: (202) 473-4416  
Email: efink@worldbank.org

**Rob Glastra**

Knowledge Manager, Tropical Rainforest  
Programme  
IUCN – Netherlands  
Plantage Middenlaan 2 K  
1018 DD Amsterdam, Netherlands  
Tel: + 31 20 626 1732  
Fax: + 31 20 627 9349  
Email: rob.glastra@iucn.nl  
Web: www.iucn.nl

**Patrick Grasso**

Adviser, Operations Evaluation Department  
World Bank  
1818 H St., NW (Mailstop I 9-900)  
Washington, DC 20433  
Tel: (202) 473-2568  
Email: pgrasso@worldbank.org

**Rietje Grit**

Small Grants Unit Manager, Coordinator Dry  
Areas Fund  
IUCN - Netherlands  
Plantage Middenlaan 2K  
1018 DD Amsterdam, Netherlands  
Tel: + 31 20 626 1732  
Fax: + 31 20 627 9349  
Email: rietje.grit@nciucn.nl  
Web: www.iucn.nl

**Pablo Guerrero**

Adviser, Operations Policy and Country  
Services Network  
World Bank  
1818 H St., NW (Mailstop MC 10-1020)  
Washington, DC 20433  
Tel: (202) 473-1717  
Email: rguerrero@worldbank.org

**John Harvey**

Executive Director  
Grantmakers without Borders  
P.O. Box 181282  
Boston, MA 02118  
Tel: (617) 794-2253  
Email: john@gwob.net  
Web: www.gwob.net

**Terence Hay-Edie**

Biodiversity Programme Officer  
UNDP/GEF Small Grants Programme  
304 East 45th St.  
New York, NY 10017  
Tel: (212) 906-5079  
Fax: (212) 906-6568  
Email: terence.hay-edie@undp.org  
Web: www.undp.org/sgp

**Annie Hillar**

Sr. Program Officer  
Global Fund for Women  
1375 Sutter St., Suite 400  
San Francisco, CA 94109  
Tel: (415) 202-7640  
Fax: (415) 202-8604  
Email: annieh@globalfundforwomen.org

**Sarah Hobson**

Executive Director  
New Field Foundation  
1016 Lincoln Blvd., Mailbox #14,  
3rd Floor  
San Francisco, CA 94129  
Tel: (415) 561-3417  
Fax: (415) 561-6401  
Email: sarah@newfieldfound.org

**Paul Hubbard**

Manager, Development Grants Facility  
World Bank  
1818 H St., NW (Mailstop MC 6-620)  
Washington, DC 20433  
Tel: (202) 473-1216  
Email: phubbard@worldbank.org

**Jan Jaffe**

Project Leader, Grantcraft  
Ford Foundation  
320 East 43rd St.  
New York, NY 10017  
Tel: (212) 573-5288  
Email: j.jaffe@fordfound.org

**R. Aura Kanegis**

Director, Communications and Development  
First Nations Development Institute  
2300 Fall Hill Ave., Suite 412  
Fredericksburg, VA 22401  
Tel: (540) 371-5615 ext. 19  
Fax: (540) 371-3505  
Email: info@firstnations.org  
Web: www.firstnations.org

**Stephen Lintner**

Sr. Adviser, Quality Assurance and Compliance Unit  
World Bank  
1818 H St., NW (Mailstop MC 5-523)  
Washington, DC 20433  
Tel: (202) 473-2508  
Email: slintner@worldbank.org

**Dan Martin**

Senior Managing Director, Critical Ecosystems Partnerships Fund  
Conservation International  
1919 M St., NW, Suite 600  
Washington, DC 20036  
Tel: (202) 912-1808  
Fax: (202) 912-1045  
Email: d.martin@conservation.org

**Juraj Mesik**

Sr. Operations Officer, Community Foundations  
Social Development Department  
World Bank  
1818 H St., NW (Mailstop MC 5-507)  
Washington, DC 20433  
Tel: (202) 458-4197  
Email: jmesik@worldbank.org

**Navin Rai**

Indigenous Peoples Coordinator  
World Bank  
1818 H St., NW (Mailstop MC 5-523)  
Washington, DC 20433  
Tel: (202) 458-1298  
Email: nrai@worldbank.org

**Regan Ralph**

Executive Director  
Fund for Global Human Rights  
1634 I St., NW, Suite 1001  
Washington, DC 20006  
Tel: (202) 347-7488  
Fax: (202) 783-8499  
Email: info@globalhumanrights.org

**Carolyn Reynolds Mandell**

Sr. Communications Officer  
World Bank  
1818 H St., NW  
Washington, DC 20433  
Tel: (202) 473-0049  
Fax: (202) 522-7131  
Email: creynolds@worldbank.org

**Jonas Rolett**

Regional Director, Southern Central and Eastern Europe  
Open Society Institute  
1120 19th St., NW, 8th Floor  
Washington, DC 20036  
Tel: (202) 721-5600  
Fax: (202) 530-0128  
Email: jrolett@osi-dc.org

**Craig Russon**

Evaluation Manager  
Russon and Associates  
22125 Wynsmythe Dr.  
Mattawan, MI 49071  
Tel: (269) 668-7188  
Email: russon@complink.net

**Cynthia Ryan**

Principal  
Schooner Foundation  
1731 T St., NW, #3  
Washington DC 20009-7114  
Tel: (202) 302-1262  
Email: cryan@schoonercapital.com

**Helen Seidler**

Board Member, Global Greengrants Fund  
6108 Maiden Lane  
Bethesda, MD 20817  
Tel: (301) 263-0902  
Fax: (301) 320-3161  
Email: global@somerset.net  
Web: www.somerset.net

**Yumi Sera**

Secretariat, Small Grants Program and Grants  
Facility for Indigenous Peoples  
World Bank  
1818 H St., NW (Mailstop MC5-526)  
Washington, DC 20433  
Tel: (202) 473-2416  
Fax: (202) 522-1669  
Email: ysera@worldbank.org

**Cynthia Steele**

Program Director  
EMPower - the Emerging Markets Founda-  
tion  
32 Broadway, 11th Floor  
New York, NY 10004  
Tel: (212) 803-3314  
Email: csteele@empowerweb.org

**Mary Ann Stein**

President  
Moriah Fund  
1634 I St., NW, Suite 1000  
Washington, DC 20006-4003  
Tel: (202) 783-8488  
Fax: (202) 783-8499  
Email: mstein@moriahfund.org  
Web: www.moriahfund.org

**Rodion Sulyandziga**

Board member, Grants Facility for Indigenous  
Peoples  
Russian Association for Indigenous Peoples  
of the North  
P.O. Box 110  
Moscow, Russia 119415  
Tel: + 7 095 780 87 27  
Email: ritc@mail.ru

**Chet Tchozewski**

Executive Director  
Global Greengrants Fund  
2840 Wilderness Pl., Suite E  
Boulder, CO 80301  
Tel: (303) 939-9866 ext. 104  
Fax: (303) 939-9867  
Email: chet@greengrants.org  
Web: www.greengrants.org

**Jeff Thindwa**

Sr. Social Scientist, Participation and Civic  
Engagement Group, Social Development  
Dept.  
World Bank  
1818 H St., NW (Mailstop MC 5-526)  
Washington, DC 20433  
Tel: (202) 458-1112  
Email: jthindwa@worldbank.org

**Shauna Troniak**

Secretariat, Grants Facility for Indigenous  
Peoples  
World Bank  
1818 H St., NW (Mailstop MC5-526)  
Washington, DC 20433  
Tel: (202) 458-4817  
Fax: (202) 522-1669  
Email: stroniak@worldbank.org

**May Yacoob**

Director, Monitoring, Evaluations, and  
Knowledge Management  
United Nations Foundation  
1225 Connecticut Ave., Suite 400  
Washington, DC 20036  
Tel: (202) 887-9040  
Fax: (202) 887-9021  
Email: myacoob@unfoundation.org  
Web: www.unfoundation.org