Charles Stewart Mott, who established this Foundation in 1926, was deeply concerned from his earliest years in Flint with the welfare of his adopted community. Soon after he had become one of the city’s leading industrialists, this General Motors pioneer found a practical and successful way to express his interest. He served three terms as mayor (in 1912, 1913 and 1918) during a period when the swiftly growing city was beset with problems, with 40,000 people sharing facilities adequate for only 10,000. As a private citizen, he started a medical and dental clinic for children and helped establish the YMCA and the Boy Scouts, along with the Whaley Children’s Center, in Flint. Nine years after the Foundation was incorporated for philanthropic, charitable and educational purposes, it became a major factor in the life of Flint through organized schoolground recreational activities, which developed into the nationwide community education program. From this start, the Foundation’s major concern has been the well-being of the community, including the individual, the family, the neighborhood and the systems of government. This interest has continued to find expression in Flint and also has taken the Foundation far beyond its home city.

Our Founder

Charles Stewart Mott’s central belief in the partnership of humanity was the basis upon which the Foundation was established. While this remains the guiding principle of its grantmaking, the Foundation has refined and broadened its grantmaking over time to reflect changing national and world conditions. Through its programs of Civil Society, Environment, Flint Area and Pathways Out of Poverty, and their more specific program areas, the Foundation seeks to fulfill its mission of supporting efforts that promote a just, equitable and sustainable society. Inherent in all grantmaking is the desire to enhance the capacity of individuals, families or institutions at the local level and beyond. The Foundation hopes that its collective work in any program area will lead toward systemic change.

Fundamental to all grantmaking are certain values:

- Learning how people can live together to create a sense of community, whether at the neighborhood level or as a global society;
- Building strong communities through collaboration to provide a basis for positive change;
- Nurturing strong, self-reliant individuals to ensure a well-functioning society;
- Promoting the social, economic and political empowerment of all individuals to preserve fundamental democratic principles and rights;
- Encouraging responsible citizen participation to help foster social cohesion;
- Developing leadership to build upon the needs and values of people and to inspire the aspirations and potential of others; and
- Respecting the diversity of life to maintain a sustainable human and physical environment.

Our Philosophy

The Foundation seeks to support efforts that promote a just, equitable and sustainable society.

Mission

GOAL

Program Areas

Civil Society

- Strengthen citizen and nonprofit sector engagement in support of free and pluralistic democratic societies, with primary geographic focus on the United States, Central/Eastern Europe and Russia, South Africa, and at the global level.

Environment

- Support the efforts of an engaged citizenry working to create accountable and responsive institutions, sound public policies, and appropriate models of development that protect the diversity and integrity of selected ecosystems in North America and around the world.

Flint Area

- Foster a well-functioning, connected community that is capable of meeting the economic, social and racial challenges ahead.

Pathways Out of Poverty

- Identify, test and help sustain pathways out of poverty for low-income people and communities.

Exploratory & Special Projects

- Support exploratory initiatives that may lead to a formal program area over time, or unexpected opportunities that address significant international and/or national problems.

Program Overview

For a listing of all program areas and their more specific program areas, see page 8.

Founders’ Mission

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- Respecting the diversity of life to maintain a sustainable human and physical environment.
It seems to me that every person, always, is in a kind of informal partnership with his community. His own success is dependent to a large degree on that community, and the community, after all, is the sum total of the individuals who make it up. The institutions of a community, in turn, are the means by which those individuals express their faith, their ideals and their concern for fellow men ....

“So broad and so deep are the objectives of the Mott Foundation that they touch almost every aspect of living, increasing the capacity for accomplishment, the appreciation of values, and the understanding of the forces that make up the world we live in. In this sense, it may truly be called a Foundation for Living — with the ultimate aim of developing greater understanding among men.

“We recognize that our obligation to fellow men does not stop at the boundaries of the community. In an even larger sense, every man is in partnership with the rest of the human race in the eternal conquest which we call civilization.”

Charles Stewart Mott 1875 - 1973

The Charles Stewart Mott Foundation affirms its founder’s vision that each of us is in partnership with the rest of the human race — that each individual’s quality of life is connected to the well-being of the community, both locally and globally. We pursue this vision through creative grantmaking, thoughtful communication and other activities that enhance community in its many forms. The same vision of shared learning shapes our internal culture as we strive to maintain an ethic of caring, integrity and service. The Foundation seeks to strengthen, in people and their organizations, what Mr. Mott called “the capacity for accomplishment.”
ANNUAL MESSAGE
A Wake-up Call for Philanthropy 2

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As this report goes to the printer, the Charity Aid, Recovery and Empowerment (CARE) Act has been approved by the Senate Finance Committee and is expected to be considered in some form — along with House-passed companion legislation — by the U.S. Congress before the end of 2002.

This piece of legislation, as it now stands, contains several important and worthwhile provisions to encourage more private giving for charitable purposes. These include measures to allow non-itemizers to claim deductions for gifts to charity, and charitable rollover provisions for holders of traditional or Roth individual retirement accounts.

However, what you will not find in the Senate bill as it stands today is a provision to reduce the excise tax that private foundations pay on net investment income from a variable rate of either 1 or 2 percent to a flat rate of 1 percent.¹ I understand there were two reasons this provision fell off the table: first, the loss of revenue from a tax reduction, given the current state of the federal deficit, and second, concerns over improper foundation administrative and governance practices. Regardless of the final form the CARE Act (S. 1924) takes, this omission — if linked to perceived improper conduct — should be a wake-up call for philanthropy.

Estimates are that a reduction in the private foundation excise tax could result in an additional $450 million being made available for charitable purposes. In addition, lowering the tax would simplify what has become a time-consuming and tricky calculation process that causes administrative headaches and can, over the long haul, reduce the amount of money going to charity.

Almost all observers of the foundation world with whom I have talked, including legislators, grantees, foundation executives and foundation critics, agree that the excise tax should be reduced to a flat 1 percent. What should have been a slam-dunk — the inclusion of that provision in the legislation (to date) — simply wasn’t.

Based on my conversations on Capitol Hill and elsewhere in Washington, D.C., over the past few months, what is more troubling to me are the questions that have been emerging about excessive trustee compensa-

¹The House-passed bill (H.R. 7) does contain such a provision.
tion and staff salaries, cases of self-dealing, and high administrative costs. Some believe these issues are a major reason the excise-tax reduction was not retained in the CARE Act.

Overall, I believe the nonprofit sector — including foundations — has a good record of accomplishment, service and management. That is not to say that abuses haven’t occurred, but they have been the exception rather than the norm. However, a few abuses can result in serious damage to the nonprofit sector and to philanthropy as a whole. The field of philanthropy needs to take prompt, forceful steps to address these situations — real or perceived — when they come to light. Let’s not wait for the regulators.

Today’s post-Enron environment creates a milieu where the public, media, regulators and legislators demand that institutions of all types adhere not just to the letter, but to the spirit, of the law. We must employ ethical practices and be open and transparent in any business dealings. In other words, they rightly are demanding accountability. If an industry or sector fails to police itself, regulatory agencies and Congress have and will continue to step in and do the job. No part of our society — including philanthropy — should consider itself immune from these repercussions.

Foundation boards of trustees must set the highest standards of behavior and operations for their institutions and staffs. We need to take whatever steps are necessary to correct the perception that foundations are unresponsive. Even more importantly, we need to understand the limits of power and money, particularly when they are undisciplined by the democratic process. We need to listen to diverse voices and apply the levers of caring, humility, collaboration and partnership in our decisionmaking and problem-solving.

Foundations in the United States are a diverse group, and this diversity is one of the field’s strengths. Philanthropies provide funding for a wide range of issues and topics, and support nonprofits of all political and philosophical stripes. Observers of the field may not always agree with the organizations or the projects that a foundation funds, neither do they always see the value in focusing on a particular issue. That’s fine — openness to disagreement and dialogue is a key component of democracy.

For example, the Mott Foundation funds grassroots organizations as well as universities, and nationally and internationally recognized think tanks. Our grantees span the political spectrum, from conservative to liberal. And we also have a long history of funding the work of many of philanthropy’s “watchdog” groups.

Many national associations, affinity groups and regional associations of grantmakers have voluntarily developed and implemented codes of principles and practices, requiring their members to adhere to them as a condition of membership. These statements address basic operational and ethical issues; legal and regulatory compliance and requirements; governance, including board oversight and fiduciary responsibilities; public reporting and disclosure; avoidance or resolution of conflicts of interest; and responsiveness to constituencies.

The Council on Foundations passed its first statement of Principles and Practices for Effective Grantmaking in 1980, and two years later required all members to subscribe to it as a condition of membership. Although this document has served the field well, the
council recently revised it to reflect the current environment. Other national membership organizations, such as the Association of Small Foundations and The Philanthropy Roundtable, have similar guidelines. In 1996, the Minnesota Council on Foundations became the first regional association of grantmakers to adopt such a code. Today a number of the 28 regional associations, including our own Council of Michigan Foundations, have such codes in place.

From time to time, these organizations have had frank conversations with foundations that might be violating their public trust. In some cases, this has resulted in the correction of offending behaviors. The time has come where these conversations should become a regular practice.

Adopting practices and principles promulgated by national or regional membership organizations is critical; more importantly, each foundation must embrace ethical and responsible behavior that goes beyond such standards. That responsibility starts with the board of trustees, assisted by its audit committee and other appropriate committees, and then is implemented by the responsible officers.

What are key issues individual foundations should pay attention to? Let me suggest the following, which I consider to constitute the basics of foundation management and operation.2

First, educate trustees about their responsibility as keepers of your foundation’s ethics. Make sure your board has the necessary tools within its governing documents, including board and committee charters/responsibility statements, and a structure to accomplish that task. Each foundation should adopt a formal conflict of interest policy and disclosure process. If a conflict of interest occurs, handle it promptly and openly. It is also important to have written codes of behavior for your trustees and staff that address organizational effectiveness and integrity, and recognize the need to provide quality service to grantees, and to respect the value and contributions of other constituents.

Second, if a foundation is paying trustees, it should be benchmarking the fees against those paid at comparable foundations. Foundations are in the business of strengthening charitable activities. Furthermore, there is a tradition in parts of the nonprofit sector that trusteeship is a privilege and duty and therefore should not be compensated. At times, compensation may be appropriate, but the level should reflect the traditions of service and charity. We should never forget that we too are a part of the nonprofit sector.

Third, the same holds true for staff salaries and benefit packages. Designing compensation packages to attract and retain first-rate talent is a challenging task, and one influenced by many variables including geographic location, the labor market and the skill set required to do the job. Foundations should make use of benchmarks, including data from studies published by the Council on Foundations and other sources, to ensure that our compensation practices are competitive without being excessive.

2 Incidentally, I have spoken on the topic of foundation management practices several times in recent years. Online links to several of these speeches can be found at www.mott.org/publications/websites/annual2001/annualmessage.asp
Fourth, foundations need to adopt policies that support openness and transparency, as well as funding efforts to increase the availability of information about foundations, other nonprofit organizations and the sector as a whole.

While there are basic legal requirements for providing information on a foundation’s 990-PF, or tax return, we need to go beyond those requirements in helping the public understand our mission and our work.

Twenty-five years ago, publication of an annual report was the gold standard of accountability. Today, foundations need to step beyond a print annual report to explain — proactively — their guidelines, decisionmaking processes, grants funded and project outcomes using a variety of media including Internet-based technologies.

We need to support efforts that increase the availability of information about nonprofit organizations and the sector as a whole. People want to know more about the finances, salaries and administrative costs for nonprofit organizations, including foundations, as they evaluate and make decisions about what charities to support. They want assurances that their gifts to charity are being used for the purposes they intended.

Increasingly, online information sources provided by the Foundation Center (www.fdncenter.org) and Guidestar (www.guidestar.com) serve a valuable purpose by making the recent tax returns of nonprofit organizations, including those of foundations, readily available.

In addition, more of the revenues generated by the federal excise tax should be devoted to making timely and accurate information about nonprofits available to the public. According to one source, in 1999 the budget of the tax-exempt division of the IRS was $59 million, but the excise tax actually generated $499 million.

Fifth, we need to be vigilant about our fiduciary responsibilities as managers of assets that are essentially a public trust.

Payout rates for private foundations almost inevitably enter into the discussion about managing private foundation assets. Today, that rate is set at 5 percent, which includes grant payments, foundation-administered projects, excise tax and administrative expenses. The latter need to be reviewed constantly to make sure they are not excessive.

Differing opinions also abound among intelligent, thoughtful people about the level of the payout rate and what it should include. A number of studies have been completed in recent years examining this issue, including one commissioned by the Council of Michigan Foundations. That study, Sustainable Payout Rates for Foundations, conducted by Cambridge Associates, Inc. of Boston, concluded that a payout rate higher than 5 percent would erode foundations’ endowments — and thus their grantmaking — over the long term.

Of course, there is nothing to preclude a foundation from granting more than 5 percent and foundation boards can make that decision on an individual basis. But we should not forget donor intent, i.e., the fact that many philanthropists establish foundations with

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1. When the excise tax on foundations was passed as part of 1969 tax legislation, the revenue was earmarked for oversight of the nonprofit sector.

2. Visit www.cmif.org to view the complete study, which was funded by a number of Michigan foundations, including the Mott Foundation.
the desire to make their resources available for the long term and with a degree of flexibility for the unknown.

I believe the philanthropic table of the 21st century has room for many styles and values, whether it is the short-term spend-down of all resources to solve a specific problem, or increasing payout rates on a short-term basis, or using payout and investment strategies to sustain a portfolio’s philanthropic potency over the long run. Pluralism and diversity are strengths of the field, and it would be unfortunate to see them disappear.

Sixth, be prepared to go beyond the minimum requirements of the law in your financial and management practices. Make sure you would be comfortable having any aspect of your practices reported on in the national, local or trade media.

I am not suggesting that the Mott Foundation is a paragon of perfection, or that we can’t find room for improvement. Our own practices are constantly evolving and being refined as we learn from our experiences and occasional mistakes.

At the end of the day, we need to focus on the basics of our business. It behooves grantmakers to set a good example of ethical conduct for nonprofits in both the United States and in foreign countries, where many of us work. We must be sure that our every-day actions pass this litmus test — whether they benefit or detract from our reason for existence — which is to provide resources for charitable purposes.

Administration

The unsettling global and domestic events of 2001, including the September 11 terrorist attacks on the World Trade Center and the Pentagon, created a continuing sense of
uncertainty and vulnerability in our lives. The Mott Foundation, like many of our fellow funders, made a series of special grants across all programs in response to these events. This grant package, totaling $3.4 million, ranged from immediate aid to the victims of the two attacks to funding for projects addressing longer-term systemic issues. The impact of September 11 on the Foundation’s grantmaking did not end with these grants but continues to influence our grantmaking and planning as we move forward.

Market conditions continued to be unfavorable in 2001 because of slow business conditions and world tensions, and the Foundation ended the year with a portfolio valued at $2.46 billion, compared with $2.88 billion at December 31, 2000. (The chart above, “Total Assets at Market Value and Total Assets in 2001 Dollars,” tracks the Foundation’s asset growth since 1963.)

For the first time in 15 years — and after four years of double-digit percentage grant budget increases — the dollar amount of grants declined from one year to the next, dropping from an all-time high of $153 million in 2000 to $130 million in 2001. Throughout this period, we have managed our grantmaking activities in such a way that we have continued to meet our ongoing, multiyear funding commitments. It should be noted that the Foundation’s 2001 grantmaking was still almost three times larger than a decade earlier, when grants totaled $44 million in 1991.

Since its inception in 1926, the Foundation has made cumulative grant payments of approximately $1.4 billion through 2001. During this same period, contributions made to
the Foundation by C.S. Mott and other members of the Mott family totaled $293 million. (See chart, “Cumulative Grant Payments and Contributions,” Page 6.)

In 2001, A. Marshall Acuff Jr., a retired senior vice president and managing partner at Salomon Smith Barney, was named to the Foundation’s Board of Trustees. Not only will we retain his wise counsel on the Foundation’s Investment Committee, but also we will be able to tap his wide-ranging expertise and experience to address broader issues at the Board level.

Every organization — and foundations are no different — has staff members who work behind the scenes and out of the public eye, but who are absolutely essential to a smooth and successful operation. Three such Mott Foundation support staff members — Pamela Larkin and Barbara Mince, both administrative assistants, and Alice Ottaway, head of our word processing department — retired in the past year. Their decades-long experience and knowledge provided an immense contribution to this organization, and we wish them well as they transition into a new phase of their lives.

Just as we were completing this report, we learned of the passing of Homer E. Dowdy, a member of the Foundation’s senior staff for more than 20 years. Homer, who retired in 1984, will be remembered for many accomplishments, including as the co-author of the Foundation’s first national program plan, as the driving force behind the creation of the Genesee County (Michigan) Parks and Historical Crossroads Village, and as the architect of much of the Foundation’s economic development work in the 1970s and 1980s. The outcomes of his efforts to transform this community — and the lives of its residents — will remain with us for decades to come.

William S. White
President
transformation

Person by Person,
Community by Community
Transformation: from grassroots to global

“Never doubt that a small group of thoughtful, committed people can change the world; indeed, it’s the only thing that ever has!”
— Margaret Mead

Through more than seven decades of grantmaking, the Mott Foundation has believed that the work of community change and betterment can begin with individuals and small, grassroots organizations that have the ability and passion to address issues and the power to transform themselves and their communities. Thus, one grant can help transform a landscape — literally and/or figuratively. And anyone can be a transformer.

As the title of this report indicates, transformation can occur at many levels, both individual and institutional. Transformation often starts with individuals whose ideas can be translated into positive, practical changes in neighborhoods, communities and institutions. Through the efforts of individuals, groups and legislators, breakthrough initiatives often can be sustained and replicated. It’s never easy, but it can be done.

We’ve had the good fortune to work with many individuals from all walks of life and from all corners of the globe. They possess both vision and commitment. They are people who began their efforts at the grassroots level, using their personal skills and passion to transform their small parts of the world.

Someone who immediately comes to mind is Sharon Tennison, president of the San Francisco-based Center for Citizen Initiatives (CCI). Sharon didn’t start out to be the leader of an international organization. This former housewife and nurse saw what wasn’t being done and decided to make a difference.

In 1983, in the midst of the Cold War, Sharon visited Russia to see firsthand what ordinary citizens could do to improve U.S./Soviet relations. As a
result of many conversations during that trip, a “citizen diplomat” exchange program was initiated. It provided opportunities for U.S. residents to travel to Russia and then return home and become public educators. Soon, with the coordination of CCI, Russians were traveling to 265 cities throughout the United States for similar purposes.

Within six years of her first trip, Russians had requested, and were receiving training for, what was then an unorthodox idea in Soviet society — entrepreneurial ventures. Sharon’s organization has since trained thousands of Russian business owners. It also has expanded its reach to include Russian environmental activists, micro-business incubators and other nonprofits.

At our December 2001 Board of Trustees meeting, Sharon briefed the Trustees on her organization’s ongoing work and her recent experiences in Russia. Ever the visionary, Sharon shared her latest dream — to participate in a partnership to develop a program to support budding entrepreneurs in war-torn Afghanistan.

Another individual who has been transforming communities for decades is Ernesto (Ernie) Cortes. Now the Southwest regional director of the Industrial Areas Foundation, Ernie is a legend in community-organizing circles. But back in the early 1970s, he was just launching what has become a lifelong commitment of effecting change at the grassroots level.

In 1974, Ernie started a church-based, grassroots organization called COPS (Communities Organized for Public Service). The first issue the group of low-income, San Antonio, Texas, residents tackled was the lack of adequate storm drainage. This annually had resulted in flooded streets in the then largely poor south and west neighborhoods, destroying property and disrupting the lives of 100,000 people.
Through meetings with city officials, COPS leaders learned that funds allocated annually for storm-drain maintenance and construction in those neighborhoods were being diverted to San Antonio’s more affluent areas. Subsequent meetings with city officials resulted in the city council developing a $47-million bond proposal, which, when approved later in 1974, funded the long-neglected drainage plan for the neighborhoods in question.

Since those days, COPS efforts have helped bring in tens of millions of dollars for new streets, drainage systems, sidewalks, libraries, parks and streetlights in poor San Antonio neighborhoods. In addition, the organization’s members have had significant influence on local housing and economic development. Today, COPS continues to provide leadership in civic engagement, education reform, job training and infrastructure development in San Antonio.

In March 2001, our Board of Trustees spent five days in San Antonio, seeing COPS’ work first-hand and visiting with Ernie and other community organizers and community groups. One of the sites we visited was an aviation mechanics and training program that is preparing San Antonio residents for employment with Boeing Corporation and Fairchild Dornier Corporation. Later in this report, on Page 84, you’ll find the stories of Larry Harris and Ruth Cowen, whose lives were changed through participation in training programs operated by Project QUEST.
The last person is located here in Flint, Michigan, and working in an afterschool program at Eisenhower Elementary School, less than two miles from the Foundation’s office. Her name is Kathy George. Kathy, a longtime parent volunteer at Eisenhower, took an early retirement from a major regional retailer and began working as an afterschool coordinator in 1999. The Foundation learned of her work during a visit to the elementary school.

Her job description says she is part-time, but the hours and the heart she puts into her work are anything but that. Most school-day mornings Kathy can be found at Eisenhower well before 9 a.m., and she rarely leaves the school building before putting in a 12-hour day. She has even recruited her teenage son, Matthew, as a regular volunteer for the elementary school.

Day in and day out, Kathy is making an important contribution to the lives and well-being of scores of children who participate in that afterschool program. The program, by the way, is partially funded by a 21st Century Community Learning Centers grant from the U.S. Department of Education (DOE). The Foundation has been a partner with the DOE in this nationwide project since 1998, providing funding for evaluation, training and building public will for afterschool programs.

We’ve learned much from working with individuals such as Sharon, Ernie and Kathy.

First, the success of any project is, in large part, a result of its leadership. As a grantmaker, we are really betting on the people who possess both vision and commitment. The best leaders are often found on the front lines. They show concern for the common good, and build a sense of community by transcending sector limits and seeking partnerships with other nonprofit organizations, businesses and governmental agencies. They use partnerships to leverage resources, share experiences and learn together.

Second, funders must be prepared to stick with a project or an issue for the period it takes to effect change and be flexible in responding to changing environments. As a corollary, we must also recognize that timing for starting a project is critical. What could be a great idea may not take root and flourish because it was planted at an inopportune time.

Third, there is value in supporting the development of flexible networks and coalitions, as well as peer exchanges, among community leaders and

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**Lessons learned from grassroots grantmaking**

- The success of any project is, in large part, a result of its leadership.
- Funders must be prepared to stick with a project or an issue for the period it takes to effect change and must be flexible in responding to changing environments.
- There is value in supporting the development of flexible networks and coalitions, as well as peer exchanges, among community leaders and community groups.
- Funders must address issues of sustainability as early in the project as possible.
- Community-based efforts may not always be enough; state and/or national public policies may be needed.
community groups. This is particularly important in order to provide mechanisms for local voices to be heard in policy debates, regardless of where these discussions occur.

Fourth, we need to make sure we address issues of sustainability as early in the project as possible. Over the years, we’ve seen our share of programs that have made a tremendous difference in people’s lives die on the vine because they could not be continued after foundation funding ended.

And finally, we also must recognize these community-based efforts may not always be enough. At the end of the day, state and/or national public policies may be needed. They should reflect the voice of the community, be based on community values, and be proven and evaluated at the local level. Without effective public policy, broad systemic change — and true transformation — may not occur.

As a foundation, we have also supported the development of public policy activities in a variety of ways, such as funding projects to ensure local voices are heard as local, state, national and international policies are made; to create networks of community-based organizations and groups that share mutual concerns; to educate elected and appointed officials; and to develop and implement well-designed research studies that provide credible independent data.

In the pages that follow, we describe some of our 2001 community-based grants in each of our four programs. We also profile people involved with five Mott Foundation grantees and what we believe to be their transformative work. Whether these grantees are working in Petoskey, Michigan, on environmental issues or providing job training for former mine workers in Donetsk, Ukraine, each is improving the lives of neighbors, communities and nations and, ultimately, helping to transform our world.
programs & grants
## Mission
To strengthen citizen and nonprofit sector engagement in support of free and pluralistic democratic societies, with primary geographic focus on the United States, Central/Eastern Europe and Russia, South Africa, and at the global level.

### Goal Objectives

| Central/Eastern Europe and Russia | Nonprofit Sector | Strengthening the nonprofit sector by assisting infrastructure development, including promoting an enabling legal environment, enhancing public understanding and support, and building the sector’s capacity; encouraging resource development, including the growth of philanthropy and volunteering; and supporting initiatives to ensure the sector is relevant, effective and inclusive.  
Citizen Rights and Responsibilities | Promoting citizen engagement by providing support for nonpartisan activities to ensure free and fair elections; supporting access to and use of accurate information; and promoting processes that support dialogue and community-based initiatives among all sectors of society.  
Race and Ethnic Relations | Improving race and ethnic relations, principally in Southeast Europe, by improving interethnic relations through dialogue and development programs; fostering peace-building efforts through collaborations; raising awareness and understanding about ethnic diversity; and supporting selected advocacy and policy development efforts. |

| South Africa | Nonprofit Sector | Strengthening the nonprofit sector by building local resources for the sector, encouraging a supportive legal environment, raising awareness of the sector, building organizational effectiveness and supporting women’s leadership within the sector.  
Citizen Rights and Responsibilities | Promoting citizen rights and responsibilities by assisting citizens to engage local governments around key development priorities, increasing economic literacy with priority given to government budgeting, supporting organizations that strengthen advice offices as a source of information for isolated communities and supporting initiatives that strengthen women’s voices in policy development.  
Race and Ethnic Relations | Exploring initiatives to improve race and ethnic relations. |

| United States | Nonprofit Sector | Strengthening the nonprofit sector by improving accountability and governance, increasing and diversifying resources, and strengthening membership groups.  
Race and Ethnic Relations | Combating root causes of institutional and societal racism and building understanding and appreciation of racial diversity, primarily through support of dialogue leading to transformative action at the local, regional and national levels. |

| Global | Increasing and diversifying resources | for nonprofit organizations, principally the development and support of community foundations.  
Strengthening | global- and regional-level nonprofit sector and philanthropy membership organizations, with the goal of enhancing citizen participation and engagement.  
Advancing nonprofit sector information | sharing and skills transfer among the Foundation’s priority geographic regions: the United States, CEE/Russia and South Africa, and at the global level. |

### Snapshot: Civil Society

#### United States
Strengthen civil society in the United States during a time of increasing social needs and tensions by building on a tradition of democracy and citizen action.

#### Global
Contribute to a healthy civil society at the global level by strengthening the nonprofit sector and supporting emerging civil society issues outside the Foundation’s priority geographic areas.
Soon after the September 11th terrorist attacks on the United States, people from around the world traveled to Afghanistan by way of television or radio. They saw or heard about Afghan refugees and internally displaced adults and children living in caves and fleeing to border towns.

But few learned about the work of the People in Need Foundation. With the help of a nine-month, $250,000 grant from the Mott Foundation, the Czech Republic-based nonprofit provided blankets, clothing and medicine to people in the northeastern section of Afghanistan. The group’s frontline work was similar to its Mott-supported relief and rehabilitation efforts in Chechnya and Kosovo.

The grant also supported reconstruction of more than a dozen schools in the Afghan region. The rehabilitated Ali Capan school in Mazar-e Sharif opened in March 2002, just in time for 600 boys and girls to start Afghanistan’s new school year.

The award to People in Need was part of a $3.17-million cross-programmatic package of grants that wove together Mott’s support for disaster/humanitarian relief efforts by Flint, U.S. and international non-governmental organizations (NGOs) in response to the 9/11 attacks. (See also Flint Area overview, page 64.)

Most of those grants were made within the Civil Society program, which addresses three thematic objectives: strengthening the nonprofit sector, pro-
promoting citizen rights and responsibilities, and improving race and ethnic relations. In all, Mott made 258 grants totaling $31.4 million in the program within its four geographic program areas.

Central/Eastern Europe and Russia

A core group of about 30 Hungarians from a variety of professional and social backgrounds worked together for many years, promoting and participating in community development at the grassroots level and eventually establishing the Hungarian Association for Community Development (HACD) in 1989.

While their combined efforts helped improve neighborhoods and strengthen individual communities nationwide, the organization aimed for a stronger regional impact. In 2001, Mott awarded HACD a two-year, $100,023 grant to bring together nonprofit groups from Hungary, Poland, Romania and Slovakia to pool knowledge and resources.

Citizens Action — Community Development Center of Banska Bystrica (Slovakia) also works to support regional networking opportunities and capacity building for grassroots organizations in Central/Eastern Europe and Russia. The center was awarded a two-year, $92,913 grant to continue and expand its work, including efforts to increase its network membership from six to 18 groups. Both NGOs’ work mirrors Mott’s belief that involved individuals and strong grassroots organizations are essential elements for building a civil society.

Mott also supported NGOs, including the King Baudouin Foundation, that worked to improve ethnic relations in the region. The Belgium-based organization was awarded a two-year, $350,000 grant for its partnership with the Open Society Institute and in-country Soros foundations. Among other things, the grant helps NGOs develop community-based projects so individuals from diverse ethnic backgrounds can work together to find suitable solutions to com-
mon problems such as unemployment, housing, water supply and access to education. The program concentrates on seven southeastern European countries: Albania, Bosnia-Herzegovina, Bulgaria, Croatia, Macedonia, Romania and Yugoslavia (Serbia/Montenegro/Kosovo).

Several Mott grants supported groups that strengthen citizens’ rights and responsibilities in Russia, including awarding a three-year, $300,019 grant to the Perm-36 Memorial Center of the History of Political Repression, which Mott Trustees visited in 1998. The grant funds exhibits, research, public awareness efforts and building repairs. The museum — conceived by a local grassroots group seven years after the last labor camp in the Soviet GULAG system closed in 1987 — is an important memorial to the millions who suffered and died in the Soviet camp system.

South Africa

When rural South Africans have questions about legal, educational, election or community matters, they visit Advice Offices, seeking answers from the paralegal staff. These grassroots centers, established in response to the lack of adequate legal representation for disadvantaged communities during the apartheid era, serve as lifelines for rural citizens. However, Advice

The Perm-36 Memorial Center of the History of Political Repression honors those who suffered and died in Soviet labor camps.
Offices lack solid funding and face daily struggles to survive.

In 2001, Mott provided a two-year, $200,000 grant to the Legal Aid Board (LAB) to support a pilot partnership between the LAB and Advice Offices. The project links rural Advice Offices with the LAB’s urban-based Justice Centers, which are one-stop legal centers typically located close to city courts. This partnership gives Justice Centers easier access to remote communities and their issues while providing Advice Office staff with additional legal expertise and training from urban professionals.

As South Africa’s rural communities strive to incorporate democratic processes into their local politics, they are sometimes stymied by the lack of cooperation between traditional leaders and local elected councilors. Oftentimes, citizens are confused about the role of each. As a result, Mott provided a two-year, $150,000 grant to the Independent Projects Trust of Durban to support development of training materials and a series of workshops to help resolve this problem.

The grant encourages traditional leaders and elected local leaders in the KwaZulu-Natal province to explore their complementary roles and begin working together.

South Africa’s past and present are filled with dozens of dedicated individuals and strong leaders whose struggles helped transform the nation from an apartheid system to a democracy. In 2001, Mott awarded a grant to the Robben Island Museum to support efforts to share these individuals’ stories through the O’Malley Oral History Project — a collection of more than 1,500 interviews conducted between 1989 and 2001 with people from across the nation’s political and social spectrums.

Among other things, the three-year, $225,000 grant supports costs to transcribe and digitize the
material so that South African and international audiences can better understand the complex issues related to race relations, emerging democracies and conflict resolution.

United States

In recognition of the differing needs and challenges often associated with smaller nonprofits, Mott awarded a one-year, $295,397 grant to NPower in 2001. This grant helps the Seattle-based technology organization launch and test ChangeFrame, a nonprofit application service provider.

ChangeFrame — to be piloted in Seattle and Detroit — enables nonprofits to subscribe to a service that uses the Internet to deliver computer software and transmit stored information. This service eliminates the need for nonprofit staff to manage software and networks, yet provides a way for them to use technology to improve and increase their services.

Mott also awarded a grant for innovative marketing to strengthen the community foundation field. This one-year, $240,000 grant to Michigan Community Foundations’ Ventures, a supporting organization of the Council of Michigan Foundations, builds upon the organization’s brand identity and marketing program called “For good. For ever.” Currently, California plans to implement the successful Michigan marketing model. The grant also supports other components of the program, including providing and promoting field standards, technical assistance, and educational products.

Under the race and ethnic relations objective, grantmaking in 2001 continued to recognize the need for both individual and institutional transformation to achieve racial equity. Toward this end, a one-year, $173,550 grant was made to the Asian Pacific American Legal Center of Southern California to test national replication of its Leadership Development in Interethnic Relations program. The Los Angeles-based center has worked in partnership with local African-American and Latino community organizations to combine analysis, skills and action toward multiracial problem solving.

Mott’s interest in funding initiatives that work to transform institutional understanding of racism and also help communities combat racism resulted in a two-year, $530,000 award to the University of Minnesota Foundation. This grant provides general support for the Institute on Race and Poverty, which is a national applied research center located at the university’s law school. The institute is one of only a few national organizations that address the underlying causes of the problems created at the intersection of racial injustice and poverty.

Global

Mott’s interest in developing and strengthening community foundations extends to international neighbors to the north and south, and also includes support for partnerships between these nations.

In 2001, Mott awarded a three-year, $30,000 grant to the Vancouver Foundation in British Columbia, Canada, to support its ongoing peer mentorship program with Fundación Leon, a community foundation in the state of Guanajuato, Mexico.

Espiral S.C., a nonprofit management organization based in Mexico City, received a two-year, $150,000 grant to conduct a technical assistance project with the state’s network of six community foundations. In addition, Espiral will research the relationship between the community foundation and Guanajuato’s government, and produce a case study manual on the network.
Building a new life in a new society

Life isn’t easy for Alla Aleshechkina, but it’s getting better. She lives in a small, ramshackle abode at the end of a muddy, rut-filled street in a deteriorating mining community in Donetsk, Ukraine, with her mother, Valentyna Bielykova, 45, and daughter, Elena, 6.

The coal industry that drives this region of the country, like Alla’s home, is slowly crumbling. Her husband, a miner whose self-esteem was devastated by the mine shutdowns that made him jobless, no longer lives with them.

Nonetheless, after enduring much, Alla finally has something to smile about. Fulfilling a long-held ambition, the 27-year-old completed a book-keeping course. Then, while looking for work, she became involved with the job club at a local community organization.

Today, helped by Regional Development Agency (RDA) “Donbass,” Alla has a full-time job and two part-time volunteer positions, continues to attend school, and does volunteer training. That’s in addition to raising her daughter, of course. She has plans and hope for the future as well, something lacking in most people in this economically downtrodden region.

“Today, I have confidence in myself, but more importantly, I have a goal; I have a purpose in life,” Alla said.

She is a coal miner’s daughter, who grew up in Donetsk, a city built around mining and metallurgy. While the city center remains relatively vibrant, the outerlying neighborhoods of Donetsk — where most residents live — are grimy communities built around mine shafts and mountains of excavated mine waste.

The city had prospered under Soviet rule, with coal miners among the highest paid workers in the Soviet Union. But with the collapse of the Soviet empire, the mining industry came tumbling down, too.

After Ukraine became independent in 1991, its economy didn’t take off as many had predicted. By the mid-1990s, economic malaise had caused working
CIVIL SOCIETY: RDA Donbass, Donetsk, Ukraine
conditions in many coal mines to deteriorate and forced others to shut down. Unemployment and/or death from explosions and cave-ins in the shafts became the norm for Donetsk’s miners.

Like most everyone around her, Alla had been planning to work in a job associated with the coal industry; there were few other alternatives. But by the time she had put her daughter in school and was ready for the job market, none existed. When the state employment agency told her it couldn't help because she had no qualifications, she turned to the RDA Donbass, a local non-governmental organization (NGO) that was just beginning its work to help local residents of this impoverished city begin to redirect and rebuild their lives.

Before long, Alla was working in the job club, while also supporting a RDA Donbass community development initiative.

The RDA Donbass program strives to help Donetsk neighborhoods affected by mine closings by organizing communities, instilling self-initiative in individuals long used to being dependent on the mines and the government, and offering retraining to the unemployed. The Mott Foundation became involved in the Donetsk area in 2000 with a $40,000 grant to RDA Donbass. This grant falls within Mott’s grantmaking objective of promoting citizen rights and responsibilities, with priority given to engaging citizens to become active participants in their communities.

Vyacheslav Koval, the director of RDA Donbass, has worked for a decade with international NGOs to build a civil society in Ukraine. He said the central idea behind the work of RDA Donbass is empowerment: to give individuals a sense that they can accomplish things on their own; to show them how to organize and develop civic organizations, and how to plan and execute community projects — in short, to develop the roots of a civil society.

“The Soviet state kept society in a sort of prison,” Koval said. “There wasn’t the awareness that the individual was responsible for something. We needed to begin by telling people that they can no longer expect things to be done for them.”

The immediate goal was to establish a series of community organizations and set up job clubs in some of the neighborhoods where the local mines had closed. Beginning in June 2000, RDA Donbass coordinated with several coal mines that were closing to reach out to members of local neighborhoods. About that time, Koval also met with local business people, two of whom liked his ideas and helped to start two community groups. Today, RDA Donbass, with the help of an additional two-year, $80,000 Mott grant, works with six community organizations, each with thousands of members.

What holds the groups together is the projects they choose and develop to better community life within their neighborhood. The projects reflect the needs of the community.

For example, one community organization, which has an older membership, has concentrated on a program to provide the elderly and the handi-
While the center of Donetsk is relatively vibrant, the surrounding area consists of neighborhoods built around mine shafts and mountains of excavated waste.
RDA Donbass runs six community organizations that concentrate on the specific needs, such as those of the elderly, in their own areas.

capped with food and a newspaper on a daily basis. They also have a tuberculosis-screening program and can arrange home visits by doctors for the indigent.

Another community group, which has more young adults and children, is in the process of refurbishing an old, Soviet-style cultural center to turn it into a recreational facility with a dance club, a gymnasium and a cafe as well as a playground in the park that sits adjacent to the building.

Today each of the community organizations either has or is developing its own center, which will house its offices and be a source of community information and interaction and a place for relaxation. In addition, RDA Donbass has plans to provide each group with computers and software, as well as Internet access and e-mail capabilities.

RDA Donbass also coordinates the work of five job clubs, four within community centers, and an additional, independent site in downtown Donetsk.

It was at just such a job club that Alla began her involvement. Whenever time allowed, she went to the job club of the Slavianska community organization near her home to use a computer and search through classified ads from local newspapers. She also attended training sessions on all aspects of the employment-seeking effort, which were led by social workers and psychologists. Topics varied from developing resume-writing and job-interviewing skills to dressing for success and building self-confidence.

“I enjoyed the atmosphere at the center,” Alla recalled. “It was pleasant and positive and gave me confidence that I could successfully make the transition [to a career].”

The counselors noted Alla’s positive attitude and intelligent manner and eventually offered her a
volunteer job with RDA Donbass, coordinating the work of the Slavianska job club. Afterward, she was given a full-time paid position as a bookkeeper in the Center for Business Support, another RDA Donbass project located at its headquarters. The job fulfilled her long-held dream to work in such a capacity. The decision to hire Alla was not unusual; several of the professionals used in the training seminars first came to the job club as jobseekers.

Alla also volunteered to take part in a project documenting the demographics of the community around which the Slavianska organization developed, an essential task undertaken by each of the organizations to better understand the social makeup of their neighborhoods.

Eventually she helped initiate the Provydanska community organization, a neighboring group also formed under the auspices of RDA Donbass. Today, Provydanska is one of the more dynamic community organizations.

Alla has become a community leader, although she may not fully realize it. She downplays her contribution and her importance to the development of the community, but neighbors often approach her for advice on business projects and career opportunities. Recently, a woman called on her at home to ask for advice on turning her hobby of making toy animals into a business.

Alla believes the Donetsk area has a future without coal and the mines. She thinks the people of the region have the talent and the energy to move forward, but they must first refocus at a personal level.

“These people have a lot to offer,” she said. “We simply need to retrain them and give them a new direction.”

Alla is one of many people in this area who are working to rebuild their neighborhoods and show the people of Donetsk that a future exists for them in the post-Soviet era.

There is Elena Karpovich, an unemployed building trades worker who was among the first from her community group to venture into private business by beginning a poultry farm. And there is Andrei Mykheiev, who regularly donates profits from his grocery store to help rebuild the local cultural center his community group recently received.

They and many others are at the center of an ever-expanding grassroots movement spurred by the work of RDA Donbass, which is remarkable not only for its effectiveness, but also for the number of lives it has touched in the two short years of its existence.

“My life has changed in many ways,” Alla said. “My expectations have been revised; my perceptions have changed, even in the way I view my daughter. She now attends a different school, a non-traditional school, and is learning English. I want her to have the opportunity for a better life.”

Elena Karpovich was one of the first from her community group to venture into a private business by starting a poultry farm.
Virginia Zwane, an elected official in her home community, has helped women obtain an education, employment and independence by awakening them to their right to be independent citizens.
Promoting the rights of South African women

At 62, Virginia Zwane has taken about as many twists and turns in her life as the ragged roads in her rural South African community.

As a young woman, Virginia left her home in the KwaZulu-Natal province to find work hundreds of miles away in the bustling city of Johannesburg. She stayed there for several decades, raising a family of six children and working as a schoolteacher, nurse and store manager.

When she eventually returned to her roots, Virginia was deeply troubled because cultural practices that devalued women were still in operation. While discrimination against women was also evident in the city, it was not as blatant and culturally supported as in rural areas. As a result, Virginia was determined to educate rural women about their rights as citizens.

“In many instances, women are treated like children. We are not accorded equal societal rights as men. From birth, girls grow up without rights and when they reach adulthood, they are still treated like children,” Virginia said.

“I thought the best way for things to change was to teach women their rights so they could understand what was right and what was wrong.”

For her, one of the vehicles for change is Hlomelikusasa, a nonprofit network of 14 rural women's organizations with 800 members in the Eastern Cape and KwaZulu-Natal provinces. Virginia serves on the Executive Committee of the network, which promotes independence for rural women and recognition of their role as equals in families, communities and the nation.

Hlomelikusasa, established in 1994, is supported by a variety of sources including the Community Law and Rural Development Centre, the German Development Services, and the Mott Foundation, which has made four grants totaling $140,000 (R1.4 million1) since 1995.

Mott's grants were made under its programmatic objective to promote citizen rights and responsibilities. This grantmaking strategy encourages women's engagement in governance, democracy-building and policy development, especially at the local level. Mott also provides support for training and materials development so citizens, particularly rural South African women, can better understand, and participate in, policy development.

Seven of Hlomelikusasa's member organizations are in the Nqutu community, which is 185 miles north of KwaZulu-Natal's port city of Durban, and is home for Virginia and her family. Here she bakes, sews, plants vegetables in her garden, and

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1 The “R” denotes the rand, which is the national currency of South Africa.
spends time with her youngest son and daughter, and her daughter’s 7-month-old son; all three live with Virginia, who is a widow.

Hlomelikusasa is a Zulu phrase that means, “Prepare, or arm, for the future.” The spirit of the phrase is embedded in the network’s motto: skills for the future. The organization’s mission is to help rural women participate in the democratic development of post-apartheid South Africa.

This is no small goal, since rural women are typically among the nation’s poorest and least-engaged citizens. They live in remote regions, often without indoor plumbing or electricity, which results in women walking up to two hours in search of water and wood. In some rural areas, the unemployment rate is almost double the unofficial national rate of nearly 40 percent. But, Virginia said, the unemployment rate in Nqutu is about 60 percent for women.

A walk through the Nqutu community is a visible reminder of the difference that one determined woman has made. When budget time rolled around a few years ago, Virginia persuaded her governmental colleagues to earmark funds for additional classrooms so local children could attend school in safe, clean and less cramped quarters.

She also reminded public officials that providing clean drinking water was not enough. Communal taps had to be properly placed to reduce long hikes for women fetching water for their families.

People describe Virginia as a motivator, trusted leader and voice for the poor. Her courageous leadership has made her a role model for other rural women.

A local organizer with a teacher’s heart, Virginia eagerly volunteers her time at Hlomelikusasa as a meaningful way to transfer what she’s learned. Virginia believes education is paramount and should be lifelong — whether it’s acquiring new skills to get a job or learning one’s rights as a citizen.

She often leads workshops herself or recruits others to discuss topics, such as HIV-AIDS prevention, outside her area of expertise. As a result of Virginia’s involvement, Hlomelikusasa projects in her home community reflect the daily realities of rural women while also illustrating the women’s bold attempts to turn obstacles into achievements.

Nqutu projects include:

• Group sewing that generates income while supplying uniforms to schoolchildren.
• Entrepreneurial ventures in gardening, baking, and arts and crafts.
• Crèches (day-care centers) and small school-based projects that meet parents’ needs while creating an income for local women.
• A community bank to keep local financial resources circulating within Nqutu, while also providing much-needed basic banking services for the isolated community. The bank loans up to $500 (R5000) of start-up money to finance local projects. It charges a loan interest rate of 3 percent, which contrasts sharply with the 15 percent interest rate charged by urban commercial banks.
FinaSol, a South African not-for-profit, provided training for bank staff, Hlomelikusasa committee members, and the community.

- An adult education project to increase literacy rates, especially among women.

The literacy project is dear to Virginia’s heart, because her parents were both schoolteachers. She cannot imagine what life would be like — for herself or her community — without Hlomelikusasa.

“It has transformed so many lives. It has changed my life since I joined the organization. I’ve attended several skills training sessions, learned about community empowerment, and also obtained a diploma in administration.”

In addition to the income-generating projects, many people credit Hlomelikusasa with empowering rural women by providing:

- women’s rights workshops for men and women in local communities;
- workshops on organizational development and capacity-building;
- programs that develop skills, knowledge and self-confidence while fostering independence;
- encouragement to participate actively in decisionmaking within the local, regional, provincial and national governments; and
- assistance with developing and promoting specific policy positions at all governmental levels.

The mere mention of politics and community development issues piques Virginia’s interest. She exchanges her typically soft-spoken words for phras-
es filled with passion. It’s the same passion that prompted her to take classes at the Community Law and Rural Development Centre (also a Mott grantee), where she learned to work as a voter education trainer prior to the nation’s first democratic elections in 1994 and again for municipal elections in 1996.

During the latter voter education campaign, Virginia was persuaded to run for public office. She said her candidacy was more by default than design. While knocking on doors and asking rural women to seek a spot on the ballot, they often chided her: “Why don’t you practice what you preach?” So, she did and then won.

Virginia was one of the first women representatives elected to the Umzinyathi Regional Council, an administrative/political region that is home to nearly one million of the KwaZulu-Natal province’s estimated nine million people. She served full-time from 1996 to 2000, and said the experience changed her forever.

“I don’t speak for only one person now. I learned to speak for many, many people. I don’t even speak only for my own community, but for the whole district. There are more women — more and more now — who are anxious to be in the elections and they ask me for advice.”

After her term expired, Virginia sought a seat on the Nqutu Integrated Development Forum. She was elected and still holds that non-paid post.

Changing rural women’s conditions — externally and internally — is an important goal, Virginia said. She suggested that changing women’s mind-sets should be included alongside other essential national goals such as providing schools, medical clinics, decent roads, and access to clean

With an unemployment rate of about 60 percent, women are taking bold steps to turn obstacles into achievements.
water and decent housing — all of which she worked to secure for local citizens in the eight years since her return to the area.

“When I first arrived here, there was no water, sanitation facilities, crèches (day care centers), financial institutions or electricity in the area. Consequently, there was a high rate of water-borne diseases such as cholera amongst the locals,” Virginia said.

But life is different now.

“Electrical power is on the way. Pit latrines are now being constructed and communal taps are located 200 meters apart,” she said. “Most importantly, these developments have rid our community of the diseases that had plagued us in the past.”

Virginia’s energy and effectiveness in spearheading projects to transform the community have prompted many citizens to label her “an angel of mercy.”

However, the accomplishments and praise have not dulled Virginia’s drive to do more.

“We desperately need to build a recreation center for the youth,” she said, while prompting others to action. “Don’t sit back idly and say you cannot achieve anything. Each of us needs to work hard to improve our own lot because nothing will fall out of the skies.”

Women are seeing themselves as equals with men and are not afraid to voice their opinions.
CENTRAL/EASTERN EUROPE AND RUSSIA

NONPROFIT SECTOR

Academy for the Development of Philanthropy in Poland $300,000 Warsaw, Poland
To support an organization created to promote philanthropy in Poland.

Allavida $114,805 London, England
To strengthen the nonprofit sector in Romania.
To build the capacity of the nonprofit sector in Bulgaria.

Assistance Center for Non-Governmental Organizations $50,000 Bucharest, Romania
To support a resource center that provides information, training and technical assistance to non-governmental organizations throughout Romania.

Association Center for Nonprofit Management $25,000 Ljubljana, Slovenia
To support an organization that provides management training and consultation to the nonprofit sector in Slovenia.

Association for Community Relations $80,000 Cluj-Napoca, Romania
To support an organization established to promote and develop philanthropy in Romania.

Association for the Forum of Non-governmental Initiatives $70,000 Warsaw, Poland
To support an alliance of nonprofit sector leaders established to enhance the cooperation of non-governmental organizations with the governmental and business sectors in Poland.

Association “Mi” $75,000 Split, Croatia
To support the development of the nonprofit sector in southern Croatia.

Association of Nonprofit Human Services of Hungary $40,000 Budapest, Hungary
To support a membership organization of nonprofit human services organizations in Hungary.

Balkan Community Initiatives Fund $100,000 London, England
To support an organization that promotes community development in Serbia and Montenegro.

BoardSource $200,000 Washington, DC
To strengthen the nonprofit sector in Central/Eastern Europe and Russia.

Bulgarian Charities Aid Foundation $80,000 Sofia, Bulgaria
To support a non-governmental organization created to promote and develop philanthropy in Bulgaria.

CARE USA $190,000 Atlanta, GA
To strengthen the nonprofit sector in Bosnia-Herzegovina and Croatia by stimulating citizen participation in community life.
Grant increase to strengthen youth associations in Bosnia-Herzegovina, Croatia, Macedonia and Yugoslavia.

Carpathian Foundation $750,000 Kosice, Slovakia (Slovak Republic)
To support an organization created to promote economic development, cross-border cooperation and interethnic initiatives in the Carpathian Euroregion.

Center for Democracy and Human Rights $41,000 Podgorica, Yugoslavia
To support education, advocacy and capacity-building activities related to the legal framework for non-governmental organizations in Montenegro.

Center for Russian Environmental Policy $120,190 Moscow, Russia
To identify and elaborate on priorities in Russia’s environmental policy.

Centre for Development of Nonprofit Organizations $12,500 Zagreb, Croatia
To support an organization created to strengthen the nonprofit sector through research, roundtable discussions and workshops, advocacy and public awareness raising.

Charities Aid Foundation $50,000 Kent, England
To support an organization serving non-governmental organizations in Central/Eastern Europe and the Newly Independent States.

Children of Slovakia Foundation $110,000 Bratislava, Slovakia (Slovak Republic)
To support an organization created to promote child development in Slovakia.

Civil Society Development Foundation (NROS) $55,000 Prague, Czech Republic
To develop new information on philanthropy and volunteering for the Czech Republic.

Eastern European Democratic Centre $120,000 Warsaw, Poland
To develop domestic training resources for Belarusian non-governmental organizations.

EastWest Institute $75,900 New York, NY
To strengthen the financial sustainability of non-governmental organizations in Hungary and Poland.
<table>
<thead>
<tr>
<th>Organization</th>
<th>Amount</th>
<th>Location</th>
<th>Duration</th>
<th>Description</th>
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<tbody>
<tr>
<td>Econnect</td>
<td>$78,000</td>
<td>Prague, Czech Republic</td>
<td>24 mos.</td>
<td>To support an organization that provides non-governmental organizations in the Czech Republic with access to the media.</td>
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<tr>
<td>Ecotok</td>
<td>$50,000</td>
<td>Moscow, Russia</td>
<td>24 mos.</td>
<td>To support an organization created to promote the environmental movement in Russia.</td>
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<tr>
<td>Ednannia: ISAR</td>
<td>$200,000</td>
<td>Kyiv, Ukraine</td>
<td>24 mos.</td>
<td>To build the capacity of Ukrainian environmental non-governmental organizations.</td>
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<td>Environmental Law Service</td>
<td>$40,000</td>
<td>Brno, Czech Republic</td>
<td>24 mos.</td>
<td>To support an organization whose mission is to promote public interest law in the Czech Republic.</td>
</tr>
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<td>Eroforras Foundation (United Way Hungary)</td>
<td>$100,000</td>
<td>Budapest, Hungary</td>
<td>24 mos.</td>
<td>To support a network of United Way affiliates in Hungary.</td>
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<td>Eurasia Foundation</td>
<td>$200,000</td>
<td>Washington, DC</td>
<td>18 mos.</td>
<td>To strengthen the nonprofit sector in Ukraine.</td>
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<td>European Foundation Centre</td>
<td></td>
<td>Brussels, Belgium</td>
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<td>To build the capacity of national resource centers to strengthen the nonprofit sector in Central/Eastern Europe and Russia.</td>
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<tr>
<td></td>
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<td>To subsidize special guest memberships for selected Central/Eastern European and Russian foundations.</td>
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<td>To improve nonprofit-sector legislation in Central and Eastern Europe through increased communications and advocacy.</td>
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<td></td>
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<td>To support programs to improve the effectiveness of grantmaking in Central/Eastern Europe and the former Soviet Union.</td>
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<td>Freedom House, Inc.</td>
<td>$250,000</td>
<td>Washington, DC</td>
<td>12 mos.</td>
<td>To strengthen the growth of civil society in Serbia.</td>
</tr>
<tr>
<td>German Marshall Fund of the United States</td>
<td>$250,000</td>
<td>Washington, DC</td>
<td>24 mos.</td>
<td>To support groups working to ensure that environmental problems in Central Europe are addressed.</td>
</tr>
<tr>
<td>Good Action: Regional Civic Foundation to Assist the Elderly</td>
<td>$40,000</td>
<td>Moscow, Russia</td>
<td>24 mos.</td>
<td>To support an organization working to address the social and health needs of Russia's elderly.</td>
</tr>
<tr>
<td>Good Will Public Organization</td>
<td>$100,000</td>
<td>Ekaterinburg, Russia</td>
<td>24 mos.</td>
<td>To support efforts to build nonprofit-sector capacity in the Urals region of Russia.</td>
</tr>
<tr>
<td>Helsinki Foundation for Human Rights</td>
<td>$80,000</td>
<td>Warsaw, Poland</td>
<td>24 mos.</td>
<td>To build the capacity of Russian, Ukrainian and Belarusian non-governmental organizations active in the human rights field.</td>
</tr>
<tr>
<td>Hungarian Foundation for Self-Reliance (Autonomia Alapitvany)</td>
<td>$100,000</td>
<td>Budapest, Hungary</td>
<td>24 mos.</td>
<td>To support a philanthropic organization that provides technical assistance, training, small grants and loans to nonprofit groups in Hungary.</td>
</tr>
<tr>
<td>Incredibly Good Institution - FADE IN</td>
<td>$60,000</td>
<td>Zagreb, Croatia</td>
<td>24 mos.</td>
<td>To promote the values and accomplishments of civil society through the media in Croatia.</td>
</tr>
<tr>
<td>Information Centre for Non-profit Organizations</td>
<td>$65,000</td>
<td>Prague, Czech Republic</td>
<td>24 mos.</td>
<td>To support nonprofit sector development in rural areas of the Czech Republic.</td>
</tr>
<tr>
<td>Innovation and Development Centre</td>
<td>$40,000</td>
<td>Kyiv, Ukraine</td>
<td>14 mos.</td>
<td>To build the capacity of the nonprofit sector in Ukraine.</td>
</tr>
<tr>
<td>International Center for Not-for-Profit Law</td>
<td></td>
<td>Washington, DC</td>
<td></td>
<td>To support efforts to develop a supportive legal environment for nonprofit organizations in Ukraine.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>To support the development of a regulatory and legal framework for non-governmental organizations in Kosovo.</td>
</tr>
<tr>
<td>International Rescue Committee, Inc.</td>
<td>$80,000</td>
<td>New York, NY</td>
<td>18 mos.</td>
<td>To build the capacity and sustainability of the nonprofit sector in Bosnia-Herzegovina.</td>
</tr>
<tr>
<td>InterTraining</td>
<td>$90,000</td>
<td>Moscow, Russia</td>
<td>24 mos.</td>
<td>To strengthen the nonprofit sector in Russia and other former Soviet countries.</td>
</tr>
<tr>
<td>ISAR</td>
<td>$100,000</td>
<td>Washington, DC</td>
<td>24 mos.</td>
<td>To strengthen non-governmental organizations addressing environmental issues in Siberia.</td>
</tr>
<tr>
<td>Kherson Regional Charity and Health Foundation</td>
<td>$100,000</td>
<td>Kherson, Ukraine</td>
<td>24 mos.</td>
<td>To support an organization that assists the poor and socially excluded in southern Ukraine.</td>
</tr>
<tr>
<td>Organization Name</td>
<td>Location</td>
<td>Amount</td>
<td></td>
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<tr>
<td>Kovcheg</td>
<td>Odesa, Ukraine</td>
<td>$50,000</td>
<td></td>
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<td></td>
<td></td>
<td>12 mos.</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>To develop local resources to sustain the Ukrainian nonprofit sector.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>NGO Trainers’ Association - STOP</td>
<td>Warsaw, Poland</td>
<td>$20,000</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>24 mos.</td>
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<tr>
<td></td>
<td>To enhance the ability of trainers for non-governmental organizations and citizen initiatives in Poland.</td>
<td></td>
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</tr>
<tr>
<td>Non-Governmental Organization Information and Support Centre</td>
<td>Vilnius, Lithuania</td>
<td>$40,000</td>
<td></td>
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</tr>
<tr>
<td></td>
<td></td>
<td>24 mos.</td>
<td></td>
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<tr>
<td></td>
<td>To support a resource center for non-governmental organizations in Lithuania.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Open Society Club - Rousse</td>
<td>Rousse, Bulgaria</td>
<td>$60,000</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>30 mos.</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>To support sustainable, community-based philanthropy in Bulgaria.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Open Society Club - Sliven</td>
<td>Sliven, Bulgaria</td>
<td>$55,000</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>30 mos.</td>
<td></td>
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<tr>
<td></td>
<td>To support sustainable, community-based philanthropy in Bulgaria.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Open Society Club - Varna</td>
<td>Varna, Bulgaria</td>
<td>$80,000</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>30 mos.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>To support sustainable, community-based philanthropy in Bulgaria.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Partners for Democratic Change - Slovakia</td>
<td>Bratislava, Slovakia (Slovak Republic)</td>
<td>$342,090</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>24 mos.</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>To build the social development capacity of non-governmental organizations in Central/Eastern Europe and Russia.</td>
<td></td>
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<tr>
<td>People in Need Foundation</td>
<td>Prague, Czech Republic</td>
<td>$175,000</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>12 mos.</td>
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<tr>
<td></td>
<td>To strengthen non-governmental organizations in Kosovo.</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>To support a philanthropic organization in Central and Eastern Europe.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Princes-Benefactors Ostrozkiy Foundation</td>
<td>Rine, Ukraine</td>
<td>$44,125</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>16 mos.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>To develop the capacity of Ukrainian nonprofit organizations to mobilize local resources.</td>
<td></td>
<td></td>
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<tr>
<td>Princess Margarita of Romania (Romania) Foundation</td>
<td>Bucharest, Romania</td>
<td>$100,000</td>
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<tr>
<td></td>
<td></td>
<td>24 mos.</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>To provide support to Romanian non-governmental organizations whose activities focus on children and at-risk youth.</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>Grant increase to support an organization created to develop and sustain projects that improve health care and address special needs of children, youth and the elderly.</td>
<td>$5,000</td>
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<tr>
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<tr>
<td></td>
<td>Regional Center for the Development of Nonprofit Organizations Rijeka</td>
<td>$45,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Rijeka, Croatia</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>30 mos.</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>To build the capacity of the nonprofit sector in western Croatia.</td>
<td></td>
<td></td>
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<tr>
<td>Research Project on Nonprofit Organizations</td>
<td>Budapest, Hungary</td>
<td>$78,000</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>28 mos.</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>To support the development of the Hungarian nonprofit sector.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Saint-Petersburg NGO Development Centre</td>
<td>St. Petersburg, Russia</td>
<td>$40,285</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>14 mos.</td>
<td></td>
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<tr>
<td></td>
<td>To improve the effectiveness of the non-governmental organization resource center information network in northwest Russia.</td>
<td></td>
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<tr>
<td>Slovak Academic Information Agency - SCTS</td>
<td>Bratislava, Slovakia (Slovak Republic)</td>
<td>$99,991</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>24 mos.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>To build the capacity of non-governmental organization resource centers throughout Central/Eastern Europe and Russia.</td>
<td></td>
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<tr>
<td>Slovak Donors Forum</td>
<td>Bratislava, Slovakia (Slovak Republic)</td>
<td>$45,000</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>24 mos.</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>To support an association of grantmakers created to improve philanthropy in Slovakia.</td>
<td></td>
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<tr>
<td>Spiralis</td>
<td>Prague, Czech Republic</td>
<td>$60,000</td>
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<tr>
<td></td>
<td>To support an organization created to promote better communication among non-governmental organizations and their constituents.</td>
<td></td>
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<tr>
<td>Tereza - Association for Environmental Education</td>
<td>Prague, Czech Republic</td>
<td>$80,000</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>27 mos.</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>To support an organization involved in community, environmental and cross-sector partnership programs in the Czech Republic.</td>
<td></td>
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<tr>
<td>United Way Belarus</td>
<td>Minsk, Belarus</td>
<td>$100,000</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>24 mos.</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>To support a national resource center established to strengthen the nonprofit sector in Belarus.</td>
<td></td>
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<tr>
<td>United Way of Poland</td>
<td>Warsaw, Poland</td>
<td>$60,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>24 mos.</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>To develop, strengthen and expand the capacity of United Way of Poland.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>VIA Foundation for Local Initiatives</td>
<td>Prague 1, Czech Republic</td>
<td>$107,500</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>36 mos.</td>
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<tr>
<td></td>
<td>To support an organization created to promote and strengthen active public participation in a democratic society in the Czech Republic.</td>
<td></td>
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<tr>
<td>Volunteer Centre Association</td>
<td>Warsaw, Poland</td>
<td>$80,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>24 mos.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>To strengthen volunteer centers in Poland and provide assistance to emerging centers in Central and Eastern Europe.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Women’s Alliance for Development

**Location:** Sofia, Bulgaria  
**Duration:** 8 mos.  
**Grant Amount:** $105,705  
**Description:** To develop the advocacy capacity of non-governmental organizations in Central/Eastern Europe and Russia.

### Workshop for Civic Initiatives Foundation

**Location:** Sofia, Bulgaria  
**Duration:** 24 mos.  
**Grant Amount:** $154,000  
**Description:** To support an organization created to promote the development of local communities and grassroots efforts in Bulgaria.

### Nonprofit Sector Subtotal: **$7,733,492**

### Citizen Rights and Responsibilities

### A-projekt

**Location:** Liptovsky Hradok, Slovakia (Slovak Republic)  
**Duration:** 33 mos.  
**Grant Amount:** $80,000  
**Description:** To support community planning activities in three microregions of northern Slovakia.

### Allavida

**Location:** London, England  
**Duration:** 36 mos.  
**Grant Amount:** $120,000  
**Description:** To support the development of poor, rural communities in Romania.

### Association for Peace and Human Rights

**Location:** “Baranja”  
**Duration:** 24 mos.  
**Grant Amount:** $60,000  
**Description:** Bišće, Croatia  
To support community building, citizen engagement and improved interethnic relations in Eastern Slavonia.

### BBC World Service Trust

**Location:** London, England  
**Duration:** 15 mos.  
**Grant Amount:** $100,000  
**Description:** To promote an Albanian radio program that addresses a variety of issues affecting Albanian society.

### CEE Bankwatch Network

**Location:** Prague, Czech Republic  
**Duration:** 36 mos.  
**Grant Amount:** $150,000  
**Description:** To support a network of non-governmental organizations in 11 Central and Eastern European countries.

### Center for Citizen Initiatives

**Location:** San Francisco, CA  
**Duration:** 24 mos.  
**Grant Amount:** $314,574  
**Description:** To support efforts to promote ethical business practices in Russia.

### Center for Civic Cooperation

**Location:** Livno, Bosnia & Herzegovina  
**Duration:** 24 mos.  
**Grant Amount:** $50,000  
**Description:** To increase citizen participation in community life in Bosnia-Herzegovina.

### Center for the Development of Democracy and Human Rights

**Location:** Moscow, Russia  
**Duration:** 12 mos.  
**Grant Amount:** $66,000  
**Description:** To support an organization that promotes the development of democratic institutions and sustainable mechanisms of human rights protection in Russia.

### Centre for Peace, Nonviolence and Human Rights Osijek

**Location:** Osijek, Croatia  
**Duration:** 24 mos.  
**Grant Amount:** $70,000  
**Description:** To support an organization in Croatia dedicated to developing the nonprofit sector, promoting community-based peace building and improving ethnic relations.

### Centre for Promotion of Civil Society

**Location:** Sarajevo, Bosnia & Herzegovina  
**Duration:** 24 mos.  
**Grant Amount:** $50,000  
**Description:** To promote public participation in local decision making and build the capacity of local government structures to be responsive and accountable to citizens.

### Citizens Action - Community Development Center

**Location:** Banska Bystrica, Slovakia (Slovak Republic)  
**Duration:** 24 mos.  
**Grant Amount:** $92,913  
**Description:** To support the development of an organization created to strengthen Slovak citizen participation through community organizing.

### Civic Eye

**Location:** Bratislava, Slovakia (Slovak Republic)  
**Duration:** 24 mos.  
**Grant Amount:** $60,000  
**Description:** To support an organization created to promote the development of democracy in Slovakia.

### Coalition for Promotion and Protection of Human Rights

**Location:** Osijek, Croatia  
**Duration:** 24 mos.  
**Grant Amount:** $75,000  
**Description:** To support a coalition of organizations in Croatia that provides legal services and human rights support to persons displaced by the war in Croatia and Bosnia-Herzegovina.

### Committee of Voters of Ukraine

**Location:** Kyiv, Ukraine  
**Duration:** 12 mos.  
**Grant Amount:** $190,000  
**Description:** To provide legal assistance and improve information access to Ukrainian citizens.

### Community Foundation Sibiu

**Location:** Sibiu, Romania  
**Duration:** 24 mos.  
**Grant Amount:** $100,000  
**Description:** To support an organization created to stimulate citizen participation and the development of Romanian communities.

### Democratic Initiatives Charitable Foundation

**Location:** Kyiv, Ukraine  
**Duration:** 24 mos.  
**Grant Amount:** $80,000  
**Description:** To provide access to information and promote participation in democratic processes to Ukrainian citizens.

### EastWest Institute

**Location:** New York, NY  
**Duration:** 18 mos.  
**Grant Amount:** $105,000  
**Description:** To foster local problem-solving and grassroots policy development in Ukraine.

### Ecopravo - Lviv

**Location:** Lviv, Ukraine  
**Duration:** 24 mos.  
**Grant Amount:** $60,000  
**Description:** To support an organization that promotes environmental rights protection for citizens in Ukraine.
Foundation in Support of Local Democracy
Warsaw, Poland  $100,000
24 mos.
To build grassroots citizen action at the community level in partnership with local government.

GONG
Zagreb, Croatia $50,000
24 mos.
To promote citizen engagement in Croatia.

Hungarian Association for Community Development
Budapest, Hungary $100,023
24 mos.
To build the capacity of Central/Eastern European non-governmental organizations involved in community development activities.

Institute for Democracy in Eastern Europe - Warsaw
Warsaw, Poland $200,000
11 mos.
To support free and fair presidential elections in Belarus.

Memorial Human Rights Center
Moscow, Russia $200,000
30 mos.
To improve the status of refugees and forced migrants in the Russian Federation.

National Endowment for Democracy
Washington, DC $105,300
24 mos.
To increase the involvement of Belarusian youth in civic life.

New Forms of Civil Society Technologies
Moscow, Russia $149,998
24 mos.
To engage Russian citizens in their local communities.

People in Need Foundation
Prague, Czech Republic $50,000
15 mos.
To educate voters about the broad concept of open society in advance of presidential elections in Belarus.

Perm-36 Memorial Center of the History of Political Repression
Perm, Russia $300,019
36 mos.
To support an organization dedicated to raising awareness about the importance of human rights and democracy in Russia.

PRIMA Human Rights News Agency
Moscow, Russia $95,000
12 mos.
To support an organization created to raise human rights awareness in Russia.

Regional Development Agency “Donbass”
Donetsk, Ukraine $80,000
24 mos.
To support efforts to engage Ukrainian citizens in their communities.

Romanian Association for Community Development
Bucharest, Romania $99,960
24 mos.
To support an organization that empowers citizens from poor and disadvantaged communities to take action to improve local development.

Ukrainian Social Investment Fund
Kyiv, Ukraine $90,000
12 mos.
To promote a community-based approach to social investment in Ukraine.

VOICE Association
Moscow, Russia $250,000
30 mos.
To promote free and fair elections in Russia.

SUBTOTAL: Citizen Rights and Responsibilities $3,854,587

Race and Ethnic Relations

British Refugee Council
London, England $80,000
18 mos.
To strengthen the advocacy capacity of non-governmental organizations working with refugees in the former Yugoslavia.

Brown University
Providence, RI $50,000
19 mos.
To assess and guide international democracy-building initiatives in former Yugoslavia.

Centre for Peacemaking and Community Development
Moscow, Russia $54,300
14 mos.
To promote peace building in the North Caucasus region of Russia.

Creating Effective Grassroots Alternatives
Sofia, Bulgaria $239,597
30 mos.
To support an organization created to promote citizen participation in community development and local governance in Bulgaria.

Fulcrum Foundation
Moscow, Russia $50,000
12 mos.
To promote ethnic tolerance among youth in Russia.

Institute of World Affairs
Washington, DC $160,000
24 mos.
Grant increase to rebuild civil society and promote ethnic reconciliation in Bosnia and Croatia.

Inter Ethnic Initiative for Human Rights Foundation
Sofia, Bulgaria $160,000
24 mos.
To support an organization that encourages civic participation in ethnically diverse communities.

Intercultural Institute of Timisoara
Timisoara, Romania $50,000
24 mos.
To support an organization working to improve ethnic relations in Romania.
**International Human Rights Law Group**  
*Washington, DC*  
24 mos.  
To support a program that focuses on legal education and human rights advocacy in Bosnia-Herzegovina.

**King Baudouin Foundation United States, Inc.**  
*Atlanta, GA*  
24 mos.  
To improve interethnic relations in Southeast Europe.

**Liga Pro Europa**  
*Tirgu-Mures, Romania*  
24 mos.  
To support a Romanian non-governmental organization whose mission is to promote cooperation between the majority population and ethnic communities.

**Partners for Democratic Change - Hungary**  
*Budapest, Hungary*  
20 mos.  
To improve race and ethnic relations in Central/Eastern Europe and Russia.

**Partners for Democratic Change - Slovakia**  
*Bratislava, Slovakia (Slovak Republic)*  
24 mos.  
To create community mechanisms for the development of long-term, positive relationships among Slovakia’s majority and ethnic minority inhabitants.

**Rebirth of Crimea Foundation**  
*Crimea, Ukraine*  
23 mos.  
To improve ethnic relations in Crimea.

**Resource Center for Roma Communities**  
*Cluj-Napoca, Romania*  
24 mos.  
To build the capacities of ethnically diverse Romanian communities.

**Search for Common Ground**  
*Washington, DC*  
24 mos.  
To support a television series produced for Macedonia children of all ethnic groups.

**Tides Center**  
*San Francisco, CA*  
24 mos.  
To support the efforts of the International Center for Transitional Justice to restore and build the foundations of a peaceful society with respect for human rights in the Balkans.

**Transeuropeennes**  
*Paris, France*  
24 mos.  
To support regional cooperation and leadership development in the Balkans.

**Youth Communication Center - Banja Luka**  
*Banja Luka, Bosnia & Herzegovina*  
24 mos.  
To support an organization that promotes tolerance and understanding among youth in Bosnia-Herzegovina.

**SPECIAL INITIATIVES**

**American Foreign Policy Council**  
*Washington, DC*  
21 mos.  
To promote cooperation and understanding between Russia and the United States.

**American Friends of the Czech Republic**  
*Washington, DC*  
18 mos.  
To support an organization working to strengthen relations between non-governmental organizations in the United States and the Czech Republic.

**Carelift International**  
*Bala Cynwyd, PA*  
3 mos.  
To supplement emergency medical services in eastern Uzbekistan.

**Civic Assistance**  
*Moscow, Russia*  
Grant increase to assist Chechen refugees who migrate to Moscow and other large Russian cities.

**European Centre for Conflict Prevention**  
*Utrecht, Netherlands*  
18 mos.  
To promote best practices in resolving conflict and promoting sustainable peace throughout Central/Eastern Europe and Russia.

**Friends of the CEELI Institute**  
*Washington, DC*  
24 mos.  
To support legal and judicial reform throughout Central/Eastern Europe and the former Soviet Union.

**Human Rights Watch**  
*New York, NY*  
6 mos.  
To monitor implementation of the framework peace agreement in Macedonia.

**International Crisis Group**  
*Washington, DC*  
12 mos.  
To address issues related to the long-term, international response to terrorism.

**Kettering University**  
*Flint, MI*  
36 mos.  
To link former and current Russian and Ukrainian visitors with each other and with their local Flint area business hosts.

**Microfinance Centre**  
*Warsaw, Poland*  
24 mos.  
To support a regional networking and training center for microfinance institutions and practitioners throughout Central/Eastern Europe and the Newly Independent States.

**Network of European Foundations for Innovative Cooperation**  
*Brussels, Belgium*  
36 mos.  
To support an organization that provides support to cooperating European foundations.

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**SUBTOTAL: Race and Ethnic Relations**  
*$2,149,892$
<table>
<thead>
<tr>
<th>Foundation/Museum/Center</th>
<th>Funding</th>
<th>Location</th>
<th>Period</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>People in Need Foundation</td>
<td>$250,000</td>
<td>Prague, Czech Republic</td>
<td>9 mos.</td>
<td>To address critical humanitarian needs in Afghanistan and neighboring countries.</td>
</tr>
<tr>
<td><strong>Subtotal: Special Initiatives</strong></td>
<td><strong>$1,329,968</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Program Area Total:</strong></td>
<td><strong>$15,067,939</strong></td>
<td></td>
<td></td>
<td>Central/Eastern Europe &amp; Russia</td>
</tr>
</tbody>
</table>

**South Africa**

**Nonprofit Sector**

<table>
<thead>
<tr>
<th>Foundation/Museum/Center</th>
<th>Funding</th>
<th>Location</th>
<th>Period</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Institute for Democracy in South Africa</td>
<td>$100,000</td>
<td>Cape Town, South Africa</td>
<td>24 mos.</td>
<td>To strengthen non-governmental organizations working on policy advocacy.</td>
</tr>
<tr>
<td>Non Profit Partnership</td>
<td>$125,000</td>
<td>Braamfontein, South Africa</td>
<td>12 mos.</td>
<td>To strengthen the financial sustainability of the nonprofit sector.</td>
</tr>
<tr>
<td>Olive: Organisation Development and Training</td>
<td>$225,000</td>
<td>Durban, South Africa</td>
<td>36 mos.</td>
<td>To provide support to an organization that serves the nonprofit sector.</td>
</tr>
<tr>
<td>To strengthen the nonprofit sector through organizational development support and training.</td>
<td>$58,000</td>
<td></td>
<td>15 mos.</td>
<td></td>
</tr>
<tr>
<td>Sedibeng Centre for Organisational Effectiveness</td>
<td>$200,000</td>
<td>Johannesburg, South Africa</td>
<td>24 mos.</td>
<td>To provide leadership development training to non-governmental organizations.</td>
</tr>
<tr>
<td>South African National NGO Coalition</td>
<td>$15,000</td>
<td>Braamfontein, South Africa</td>
<td>24 mos.</td>
<td>Grant increase to support a coalition of non-governmental organizations created to strengthen the nonprofit sector.</td>
</tr>
<tr>
<td>Southern African Grantmakers Association</td>
<td>$125,000</td>
<td>Braamfontein, South Africa</td>
<td>12 mos.</td>
<td>To support a membership organization of grantmakers in southern Africa.</td>
</tr>
<tr>
<td>Southern African NGO Network</td>
<td>$100,000</td>
<td>Johannesburg, South Africa</td>
<td>24 mos.</td>
<td>To provide current information on issues affecting women and developments regarding gender.</td>
</tr>
<tr>
<td>Synergos Institute, Inc.</td>
<td>$225,000</td>
<td>New York, NY</td>
<td>36 mos.</td>
<td>To strengthen grantmaking organizations and the philanthropic sector in southern Africa.</td>
</tr>
<tr>
<td>Tides Center</td>
<td>$50,000</td>
<td>San Francisco, CA</td>
<td>24 mos.</td>
<td>To support an organization that focuses on grantmaking in Africa.</td>
</tr>
<tr>
<td><strong>Subtotal: Nonprofit Sector</strong></td>
<td><strong>$1,793,000</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Citizen Rights and Responsibilities**

<table>
<thead>
<tr>
<th>Foundation/Museum/Center</th>
<th>Funding</th>
<th>Location</th>
<th>Period</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>ABC Ulwazi</td>
<td>$125,000</td>
<td>Braamfontein, South Africa</td>
<td>12 mos.</td>
<td>To support the development of community-based organizations.</td>
</tr>
<tr>
<td>Black Sash Trust</td>
<td>$150,000</td>
<td>Cape Town, South Africa</td>
<td>24 mos.</td>
<td>To support a human rights organization that provides paralegal services and legal information.</td>
</tr>
<tr>
<td>Centre for the Study of Violence and Reconciliation</td>
<td>$262,000</td>
<td>Braamfontein, South Africa</td>
<td>36 mos.</td>
<td>To ensure that the process of transition and reconciliation continues in South Africa.</td>
</tr>
<tr>
<td>Community Law and Rural Development Centre</td>
<td>$200,000</td>
<td>Durban, South Africa</td>
<td>24 mos.</td>
<td>To promote democracy and help rural communities in KwaZulu-Natal and the Eastern Cape to access their human rights.</td>
</tr>
<tr>
<td></td>
<td>$100,000</td>
<td></td>
<td>24 mos.</td>
<td>To promote democracy and help rural communities understand their human rights.</td>
</tr>
<tr>
<td>Foundation for Contemporary Research</td>
<td>$100,000</td>
<td>Cape Town, South Africa</td>
<td>24 mos.</td>
<td>To encourage partnerships among civil society organizations and local government to promote development, particularly in metropolitan Cape Town.</td>
</tr>
<tr>
<td>Homelikusasa - Skills for the Future</td>
<td>$40,000</td>
<td>Durban, South Africa</td>
<td>24 mos.</td>
<td>To support an organization that empowers women with skills and confidence to participate fully in their families, society and government.</td>
</tr>
<tr>
<td>Independent Projects Trust</td>
<td>$150,000</td>
<td>Durban, South Africa</td>
<td>24 mos.</td>
<td>To promote cooperation among traditional leaders.</td>
</tr>
</tbody>
</table>
### Legal Aid Board

**Pretoria, South Africa**

- $200,000
- 24 mos.

To provide access to legal justice for all South Africans.

### Midlands Women’s Group

**Pietermaritzburg, South Africa**

- $100,000
- 24 mos.

To support an organization created to facilitate the development of South African women and ensure that their rights are upheld and their achievements recognized.

### National Community Based Paralegal Association

**Braamfontein, South Africa**

- $100,000
- 24 mos.

To support the education of communities about the Constitution and the Bill of Rights.

### National Para-Legal Institute

**Braamfontein, South Africa**

- $200,000
- 24 mos.

To support an organization established to develop the paralegal sector in South Africa.

### Planact

**Braamfontein, South Africa**

- $100,000
- 24 mos.

To support an organization that works with local governments and communities.

### Southern African NGO Network

**Johannesburg, South Africa**

- $60,000
- 24 mos.

To build the capacity of a paralegal network through access to technology.

### Urban Sector Network

**Braamfontein, South Africa**

- $100,000
- 24 mos.

To support a project that encourages local governments to involve citizens in overcoming development challenges.

### Women’s Institute for Leadership Development & Democracy

**Johannesburg, South Africa**

- $150,000
- 24 mos.

To support an organization created to promote effective participation of women in the democratic process.

### Nisaa Institute for Women’s Development

**Lenasia, South Africa**

- $25,000
- 6 mos.

To support a discussion among women on the intersection of sexism and racism.

### Steve Biko Foundation

**Johannesburg, South Africa**

- $75,000
- 24 mos.

To support an organization created to bring together South African youths of diverse racial, ethnic and class backgrounds.

### Planact

**Braamfontein, South Africa**

- $25,000
- 6 mos.

To discuss the relationship between gender and racism in preparation for the World Conference Against Racism.

### Centre for Policy Studies

**Johannesburg, Gauteng, South Africa**

- $75,000
- 24 mos.

To support a survey on race and ethnic relations since the formal ending of apartheid.

### Foundation-Administered Project

- $4,238

To enable Mott grantees to attend a workshop on race and ethnic relations prior to the World Conference Against Racism.

### Masimanyane Women’s Support Centre

**East London, South Africa**

- $25,000
- 9 mos.

To discuss the relationship between gender and racism in preparation for the World Conference Against Racism.

### Duke University

**Durham, NC**

- $150,000
- 36 mos.

To support programs that strengthen public leadership, promote public values and encourage cooperation among leaders from the independent sector in the United States and South Africa.

### Foundation for Community Development

**Maputo, Mozambique**

- $250,000
- 24 mos.

To strengthen civil society in Mozambique.

### LINK - NGO Forum

**Maputo, Mozambique**

- $150,000
- 24 mos.

To support a coalition of non-governmental organizations working to strengthen civil society in Mozambique.

### Robben Island Museum

**Cape Town, South Africa**

- $225,000
- 36 mos.

To support efforts to preserve reflections on South Africa’s transition from apartheid to a nonracial democracy.

### University of Cape Town

**Cape Town, South Africa**

- $300,000
- 36 mos.

To develop programs to strengthen public leadership and promote public values.

### Alliance for Nonprofit Management

**Washington, DC**

- $100,000
- 12 mos.

To support an organization created to improve the quality of management support services provided to nonprofit organizations.

### Aspen Institute, Inc.

**Washington, DC**

- $300,000
- 48 mos.

To support independent research on the nonprofit sector.

- $100,000
- 24 mos.

To support the publication of a basic reference source on key issues in the nonprofit sector.

### Race and Ethnic Relations

- **SUBTOTAL:** $2,137,000

### Special Initiatives

- **SUBTOTAL:** $1,075,000

### Program Area Total: South Africa

- **$5,209,238**

### United States

**Nonprofit Sector**

### Alliance for Nonprofit Management

**Washington, DC**

- $100,000
- 12 mos.

To support an organization created to improve the quality of management support services provided to nonprofit organizations.

### Aspen Institute, Inc.

**Washington, DC**

- $300,000
- 48 mos.

To support independent research on the nonprofit sector.

- $100,000
- 24 mos.

To support the publication of a basic reference source on key issues in the nonprofit sector.
<table>
<thead>
<tr>
<th>Organization</th>
<th>Amount</th>
<th>Location</th>
<th>Duration</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aspen Institute, Inc.</td>
<td>$5,000</td>
<td>Washington, DC</td>
<td>5 mos.</td>
<td>To review and analyze a program that informs the nonprofit sector in Michigan on policy and practice.</td>
</tr>
<tr>
<td>BoardSource</td>
<td>$150,000</td>
<td>Washington, DC</td>
<td>25 mos.</td>
<td>To develop a leadership program for the board members of community foundations.</td>
</tr>
<tr>
<td>Business Volunteers Unlimited</td>
<td>$50,000</td>
<td>Cleveland, OH</td>
<td>12 mos.</td>
<td>To support a nonprofit organization that facilitates business executive service on the boards of Cleveland's nonprofit organizations.</td>
</tr>
<tr>
<td>Center for Nonprofit Resources</td>
<td>$44,500</td>
<td>New Orleans, LA</td>
<td>15 mos.</td>
<td>To evaluate the center's board training and recruiting program.</td>
</tr>
<tr>
<td>Committee to Encourage Corporate Philanthropy</td>
<td>$50,000</td>
<td>New York, NY</td>
<td>24 mos.</td>
<td>To support a national organization dedicated to helping corporate leaders better understand and promote corporate giving.</td>
</tr>
<tr>
<td>Community Foundations of America</td>
<td>$200,000</td>
<td>Louisville, KY</td>
<td>24 mos.</td>
<td>To support an organization created to increase the availability of business-based products for the community foundation field.</td>
</tr>
<tr>
<td>Council on Foundations, Inc.</td>
<td>$25,000</td>
<td>Washington, DC</td>
<td>15 mos.</td>
<td>To support efforts to increase private foundation giving to charities by reducing or eliminating the excise tax on private foundation investment income.</td>
</tr>
<tr>
<td>Executive Service Corps of Chicago</td>
<td>$35,000</td>
<td>Chicago, IL</td>
<td>12 mos.</td>
<td>To support technical assistance consultations for small nonprofit organizations in economically disadvantaged neighborhoods.</td>
</tr>
<tr>
<td>Forum of Regional Associations of Grantmakers</td>
<td>$205,000</td>
<td>Washington, DC</td>
<td>36 mos.</td>
<td>To support a national membership association of regional grantmakers.</td>
</tr>
<tr>
<td></td>
<td>$31,500</td>
<td></td>
<td>12 mos.</td>
<td>To provide improved support services to community foundations.</td>
</tr>
<tr>
<td>Foundation-Administered Projects</td>
<td>$252,738</td>
<td></td>
<td></td>
<td>To provide services to the philanthropic field.</td>
</tr>
<tr>
<td></td>
<td>$84,461</td>
<td></td>
<td></td>
<td>To produce and disseminate a publication covering Mott's work in community foundations.</td>
</tr>
<tr>
<td></td>
<td>$49,694</td>
<td></td>
<td></td>
<td>To support the development of a business plan for NP Power Technology Center to bring affordable technology services to nonprofits in southern Michigan.</td>
</tr>
<tr>
<td>Foundation Center</td>
<td>$180,000</td>
<td>New York, NY</td>
<td>36 mos.</td>
<td>To support a national organization that collects, analyzes and disseminates information on foundations and corporate giving programs.</td>
</tr>
<tr>
<td>Independent Sector</td>
<td>$500,000</td>
<td>Washington, DC</td>
<td>24 mos.</td>
<td>To support a national membership organization dedicated to promoting philanthropy, volunteering and nonprofit sector development.</td>
</tr>
<tr>
<td></td>
<td>$10,000</td>
<td></td>
<td>12 mos.</td>
<td>To analyze current economic and political trends as they relate to the nonprofit sector.</td>
</tr>
<tr>
<td>Indiana University-Purdue University</td>
<td>$61,469</td>
<td>Indianapolis, IN</td>
<td>36 mos.</td>
<td>To enable graduate fellows in philanthropy to attend annual conferences.</td>
</tr>
<tr>
<td>Michigan Community Foundations' Ventures</td>
<td>$240,000</td>
<td>Grand Haven, MI</td>
<td>12 mos.</td>
<td>To strengthen community foundations in Michigan by building their marketing capacity.</td>
</tr>
<tr>
<td>Michigan Nonprofit Association</td>
<td>$100,000</td>
<td>East Lansing, MI</td>
<td>12 mos.</td>
<td>To encourage nonprofit organizations to take an active role in helping to develop and implement public policies impacting Michigan.</td>
</tr>
<tr>
<td></td>
<td>$50,000</td>
<td></td>
<td>12 mos.</td>
<td>To support efforts to update a resource for policymakers on the nonprofit sector.</td>
</tr>
<tr>
<td>Michigan State University</td>
<td>$50,000</td>
<td>East Lansing, MI</td>
<td>24 mos.</td>
<td>To support improvements to the nonprofit database of Michigan.</td>
</tr>
<tr>
<td>Museum Trustee Association</td>
<td>$25,000</td>
<td>Washington, DC</td>
<td>12 mos.</td>
<td>To support programs for the special needs of museum trustees.</td>
</tr>
<tr>
<td>National Alliance for Choice in Giving</td>
<td>$50,000</td>
<td>Portland, ME</td>
<td>24 mos.</td>
<td>To support an organization that promotes workplace giving campaigns.</td>
</tr>
<tr>
<td>National Center on Nonprofit Enterprise</td>
<td>$10,000</td>
<td>Arlington, VA</td>
<td>12 mos.</td>
<td>To support an organization that works to ensure that nonprofits employ sound economic practices.</td>
</tr>
<tr>
<td>Organization</td>
<td>Amount</td>
<td>Location</td>
<td>Duration</td>
<td>Description</td>
</tr>
<tr>
<td>---------------------------------------------------</td>
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<td>-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>National Council of Nonprofit Associations</td>
<td>$300,000</td>
<td>Washington, DC</td>
<td>36 mos.</td>
<td>To support a membership organization of state, regional and metropolitan area nonprofit associations.</td>
</tr>
<tr>
<td>NPower</td>
<td>$295,397</td>
<td>Seattle, WA</td>
<td>12 mos.</td>
<td>To enhance computer technology use by small- and medium-sized nonprofit organizations.</td>
</tr>
<tr>
<td>TechRocks</td>
<td>$50,000</td>
<td>San Francisco, CA</td>
<td>12 mos.</td>
<td>To support meetings of computer systems experts who serve a network of nonprofit agencies with a common geographic or programmatic dimension.</td>
</tr>
<tr>
<td>Tides Center</td>
<td>$7,500</td>
<td>San Francisco, CA</td>
<td>12 mos.</td>
<td>To support an organization that works to promote organizational effectiveness in the nonprofit sector.</td>
</tr>
<tr>
<td>Women &amp; Philanthropy</td>
<td>$25,000</td>
<td>Washington, DC</td>
<td>12 mos.</td>
<td>To support a national membership organization of grantmakers that mobilizes resources to achieve equity for women and girls.</td>
</tr>
<tr>
<td>Women's Funding Network</td>
<td>$60,000</td>
<td>San Francisco, CA</td>
<td>24 mos.</td>
<td>To support an organization that promotes the development and growth of women's funds.</td>
</tr>
<tr>
<td>Subtotal: Nonprofit Sector</td>
<td>$3,810,726</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Race and Ethnic Relations</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Advancement Project</td>
<td>$300,000</td>
<td>Washington, DC</td>
<td>24 mos.</td>
<td>To support a policy and advocacy organization that pursues a multiracial and multicultural vision of inclusion and equity.</td>
</tr>
<tr>
<td>American Assembly</td>
<td>$100,000</td>
<td>New York, NY</td>
<td>18 mos.</td>
<td>To support an assembly dedicated to improving race relations.</td>
</tr>
<tr>
<td>Asian Pacific American Legal Center of Southern California</td>
<td>$173,550</td>
<td>Los Angeles, CA</td>
<td>12 mos.</td>
<td>To support the replication of a leadership development program focused on interethnic relations.</td>
</tr>
<tr>
<td>Aspen Institute, Inc.</td>
<td>$200,000</td>
<td>Washington, DC</td>
<td>24 mos.</td>
<td>To expand the mission of the community building field to include greater emphasis on racial equity.</td>
</tr>
<tr>
<td>Coalition of Community Foundations for Youth</td>
<td>$619,074</td>
<td>Basehor, KS</td>
<td>24 mos.</td>
<td>To strengthen community foundation leadership and its capacity to promote equity, inclusion and partnership with diverse ethnic and racial communities.</td>
</tr>
<tr>
<td>Community Foundation for the National Capital Region</td>
<td>$112,500</td>
<td>Washington, DC</td>
<td>12 mos.</td>
<td>To support efforts that bring together established residents and recent immigrants to address common concerns and improve their communities.</td>
</tr>
<tr>
<td>Community Renewal Society</td>
<td>$150,000</td>
<td>Chicago, IL</td>
<td>24 mos.</td>
<td>To support a publication that provides accurate, independent information on issues of race and poverty.</td>
</tr>
<tr>
<td>Cornerstone Consulting Group, Inc.</td>
<td>$194,638</td>
<td>Houston, TX</td>
<td>18 mos.</td>
<td>To determine important lessons learned from Mott-supported race and ethnic relations projects.</td>
</tr>
<tr>
<td>Faith &amp; Politics Institute</td>
<td>$100,000</td>
<td>Washington, DC</td>
<td>12 mos.</td>
<td>To enable the institute to conduct a program development plan and assessment of its Congressional Conversations on Race Program.</td>
</tr>
<tr>
<td>Foundation-Administered Project</td>
<td>$9,500</td>
<td></td>
<td></td>
<td>To convene two meetings of Mott grantees on race and ethnic relations.</td>
</tr>
<tr>
<td>Harvard University</td>
<td>$11,500</td>
<td>Cambridge, MA</td>
<td></td>
<td>Grant increase to assess the prospects for justice and equal opportunity of racial and ethnic minorities in the United States.</td>
</tr>
<tr>
<td>International Human Rights Law Group</td>
<td>$150,000</td>
<td>Washington, DC</td>
<td></td>
<td>Grant increase to help educate U.S. and Afro-Latino civil rights organizations throughout the Americas about the U.N. World Conference Against Racism.</td>
</tr>
<tr>
<td>International Possibilities Unlimited</td>
<td>$40,000</td>
<td>Silver Springs, MD</td>
<td>12 mos.</td>
<td>To support grassroots and small U.S.-based groups participating in the U.N. World Conference Against Racism.</td>
</tr>
<tr>
<td>Lawyers’ Committee for Civil Rights of the San Francisco Bay Area</td>
<td>$125,000</td>
<td>San Francisco, CA</td>
<td>24 mos.</td>
<td>To enable California’s civil rights community to present a proactive message to the state’s diverse citizenry.</td>
</tr>
<tr>
<td>Lawyers’ Committee for Civil Rights Under Law</td>
<td>$50,000</td>
<td>Washington, DC</td>
<td>12 mos.</td>
<td>To provide training to U.S. civil rights organizations attending the U.N. World Conference.</td>
</tr>
<tr>
<td>Organization</td>
<td>Amount</td>
<td>Location</td>
<td>Time</td>
<td>Description</td>
</tr>
<tr>
<td>--------------------------------------------------</td>
<td>----------</td>
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<td>-----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>National Video Resources</td>
<td>$225,000</td>
<td>New York, NY</td>
<td>24 mos.</td>
<td>To support the development of anti-racism programs using media.</td>
</tr>
<tr>
<td>PolicyLink</td>
<td>$200,000</td>
<td>Oakland, CA</td>
<td>18 mos.</td>
<td>To develop strategies for community and police collaboration, particularly within communities of color.</td>
</tr>
<tr>
<td>Southern Institute for Education and Research</td>
<td>$50,000</td>
<td>New Orleans, LA</td>
<td>12 mos.</td>
<td>To support an organization working to combat prejudice in the South through education and training.</td>
</tr>
<tr>
<td>University of Minnesota Foundation</td>
<td>$530,000</td>
<td>Minneapolis, MN</td>
<td>24 mos.</td>
<td>To support an organization that addresses the underlying causes of problems created at the intersection of racial injustice and poverty.</td>
</tr>
<tr>
<td>University of Pennsylvania</td>
<td>$75,680</td>
<td>Philadelphia, PA</td>
<td></td>
<td>Grant increase to promote new strategies for thinking, talking and collaborating about race and other important societal issues.</td>
</tr>
<tr>
<td>We Interrupt This Message</td>
<td>$80,580</td>
<td>San Francisco, CA</td>
<td>12 mos.</td>
<td>To promote dialogue and public policy addressing racism.</td>
</tr>
<tr>
<td>Community Foundations of Australasia, Inc.</td>
<td>$30,000</td>
<td>South Melbourne, Victoria, Australia</td>
<td>12 mos.</td>
<td>To support an organization created to formalize and increase support for community foundations and to promote a community-building emphasis in Australasian community foundations.</td>
</tr>
<tr>
<td>Council of Michigan Foundations</td>
<td>$159,500</td>
<td>Grand Haven, MI</td>
<td>12 mos.</td>
<td>To share and disseminate ways to increase and enhance community philanthropy by community foundations outside the United States.</td>
</tr>
<tr>
<td>Council on Foundations, Inc.</td>
<td>$250,000</td>
<td>Washington, DC</td>
<td></td>
<td>Grant increase to provide a network for organizations engaged in supporting philanthropy.</td>
</tr>
<tr>
<td>Espiral S.C.</td>
<td>$150,000</td>
<td>San Pedro de los Pinos, Mexico</td>
<td>18 mos.</td>
<td>To support a technical assistance organizational development project.</td>
</tr>
<tr>
<td>European Foundation Centre</td>
<td>$76,500</td>
<td>Brussels, Belgium</td>
<td></td>
<td>Grant increase to support a membership organization of private funders in Europe.</td>
</tr>
<tr>
<td>Foundation-Administered Projects</td>
<td>$207,664</td>
<td></td>
<td></td>
<td>To conduct a strategic planning exercise for CIVICUS.</td>
</tr>
<tr>
<td>German Marshall Fund of the United States</td>
<td>$206,860</td>
<td>Washington, DC</td>
<td>29 mos.</td>
<td>To support a peer exchange program for community foundation professionals in the United States and Europe.</td>
</tr>
<tr>
<td>International Center for Not-for-Profit Law</td>
<td>$50,000</td>
<td>Washington, DC</td>
<td></td>
<td>Grant increase to support efforts to make nonprofit law information broadly available.</td>
</tr>
<tr>
<td>Johns Hopkins University</td>
<td>$250,000</td>
<td>Baltimore, MD</td>
<td>36 mos.</td>
<td>To document and compare the role of the nonprofit sector in a cross-section of countries throughout the world.</td>
</tr>
<tr>
<td>To support an international research group that encourages, supports and provides visibility to the study of the nonprofit sector around the world.</td>
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</tbody>
</table>

**GLOBAL**

**NONPROFIT SECTOR**

<table>
<thead>
<tr>
<th>Organization</th>
<th>Amount</th>
<th>Location</th>
<th>Time</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Centro Mexicano para la Filantropia, A.C.</td>
<td>$180,000</td>
<td>Mexico City, Mexico</td>
<td>24 mos.</td>
<td>To support the development of community foundations in Mexico.</td>
</tr>
<tr>
<td>To support an organization created to promote and strengthen philanthropy and the nonprofit sector in Mexico.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CIVICUS: World Alliance for Citizen Participation, Inc.</td>
<td>$300,000</td>
<td>Washington, DC</td>
<td></td>
<td>Grant increase to support an international alliance dedicated to strengthening citizen action and civil society throughout the world.</td>
</tr>
<tr>
<td>To strengthen the capacity building of Arab non-governmental organizations.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community Foundation Network</td>
<td>$224,366</td>
<td>London, England</td>
<td>24 mos.</td>
<td>To support the consolidation and strengthening of the community foundation network in the United Kingdom.</td>
</tr>
<tr>
<td>Organization</td>
<td>Amount</td>
<td>Duration</td>
<td>Purpose</td>
<td></td>
</tr>
<tr>
<td>------------------------------------------------------</td>
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<td></td>
</tr>
<tr>
<td>London School of Economics and Political Science</td>
<td>$50,000</td>
<td>27 mos.</td>
<td>To analyze the current and future role of foundations in Europe.</td>
<td></td>
</tr>
<tr>
<td>Philanthropy Australia, Inc.</td>
<td>$33,000</td>
<td>12 mos.</td>
<td>To support the development of community foundations in Australia.</td>
<td></td>
</tr>
<tr>
<td>Synergos Institute, Inc.</td>
<td>$225,000</td>
<td>36 mos.</td>
<td>To support efforts to build the capacity of foundations and associations of grantmakers in developing regions.</td>
<td></td>
</tr>
<tr>
<td>United Way International</td>
<td>$130,000</td>
<td>36 mos.</td>
<td>To support an organization that promotes philanthropy and volunteerism throughout the world.</td>
<td></td>
</tr>
<tr>
<td>Vancouver Foundation</td>
<td>$30,000</td>
<td>36 mos.</td>
<td>To provide mentoring and technical assistance to a community foundation in Mexico.</td>
<td></td>
</tr>
<tr>
<td>Fundaçao Oriente</td>
<td>$25,000</td>
<td>12 mos.</td>
<td>To support dispute and conflict resolution efforts.</td>
<td></td>
</tr>
<tr>
<td>Harvard University</td>
<td>$50,000</td>
<td>18 mos.</td>
<td>To analyze the role of women in conflict resolution and peace building.</td>
<td></td>
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<tr>
<td>United Nations Office of the High Commissioner of Human Rights</td>
<td>$248,600</td>
<td>7 mos.</td>
<td>To assist non-governmental organizations participating in the process leading up to the U.N. World Conference.</td>
<td></td>
</tr>
<tr>
<td>Harvard University</td>
<td>$40,000</td>
<td>6 mos.</td>
<td>To support efforts to create a new role for Afghan women in Afghanistan's transitional government.</td>
<td></td>
</tr>
<tr>
<td>Partners for Democratic Change</td>
<td>$300,000</td>
<td>24 mos.</td>
<td>To support an international organization that works to build sustainable local capacity to advance civil society and a culture of change and conflict management worldwide.</td>
<td></td>
</tr>
<tr>
<td>Tides Center</td>
<td>$250,000</td>
<td>6 mos.</td>
<td>To assist emerging democratic countries grappling with past human rights abuses.</td>
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</tr>
</tbody>
</table>

**SUBTOTAL: Nonprofit Sector** $2,924,643

**RACE AND ETHNIC RELATIONS**

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</tr>
</tbody>
</table>

**SUBTOTAL: Race and Ethnic Relations** $323,600

**SPECIAL INITIATIVES**

<table>
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<tr>
<td>Tides Center</td>
<td>$250,000</td>
<td>6 mos.</td>
<td>To assist emerging democratic countries grappling with past human rights abuses.</td>
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</tbody>
</table>

**SUBTOTAL: Special Initiatives** $590,000

**PROGRAM AREA TOTAL: Global** $3,838,243

**PROGRAM TOTAL: Civil Society** $31,423,168
## Mission
To support the efforts of an engaged citizenry working to create accountable and responsive institutions, sound public policies, and appropriate models of development that protect the diversity and integrity of selected ecosystems in North America and around the world.

### Goal
**Conservation of Freshwater Ecosystems in North America**
- Advance the conservation and restoration of freshwater ecosystems in North America, with emphasis on the Great Lakes and other globally significant ecosystems.

**Reform of International Finance and Trade**
- Promote environmentally sustainable development and greater public participation in economic decisionmaking processes through reform of the core policies and practices of international financial and trade institutions.

**Special Initiatives**
- Respond to unique opportunities to advance environmental protection in the United States and internationally.

### Objectives
- **Site-Based Conservation Efforts**
  - Protecting and restoring selected freshwater ecosystems through site-based conservation activities.

- **Strengthening the Environmental Community**
  - Establishing a strong, effective and sustainable NGO community dedicated to the long-term conservation of freshwater ecosystems.

- **Public Policy Work**
  - Influencing the design and implementation of selected public policies to advance the conservation of freshwater ecosystems.

- **Policy Reform and Implementation**
  - Promoting the adoption and effective implementation of environmental and public accountability policies within selected international financial and trade institutions.

- **Strengthening International Constituencies for Reform**
  - Increasing non-governmental organization effectiveness, public awareness and policymaker engagement in key countries on environmental reform of international finance and trade.

- **Developing New Approaches**
  - Developing new approaches to reorient international finance and trade toward sustainable development.

### Special Opportunities
- **Growth Management and Urban Revitalization in Michigan**
  - Ensuring that the health of older cities and the interests of their residents are addressed as policies to reform land-use practices in Michigan are adopted.

- **Strengthening the Environmental Movement**
  - Strengthening the environmental nonprofit community in the United States.

- **Special Opportunities**
For generations, young and old alike have strolled the shorelines of the Great Lakes, stopping to collect smooth stones and driftwood, scribble in the sand or wade in the water. They have squealed with delight after catching fish in the region’s freshwater rivers and streams. They have watched in reverent awe as the sun slowly rises or sets behind grassy marshes or expansive sand dunes. In 2001, the Mott Foundation made a $3.975-million grant — its largest Environment grant ever — to help ensure that these rich experiences can be shared by future generations.

The multiyear grant was awarded to The Conservation Fund, a national environmental nonprofit based in Arlington, Virginia. Support included $3.75 million to establish the Great Lakes Revolving Loan Fund, and an additional $225,000 to underwrite a portion of the costs of administering the fund during its first three years.
This grant was one of 95 grants awarded in 2001, totaling $21.2 million in the Environment program.

It illustrates Mott’s Environment program interest in supporting organizations and projects that engage citizens in efforts to conserve natural areas and communities. This work occurs on multiple levels — from grassroots initiatives to participation in international policymaking forums, including efforts to link grassroots groups with organizations active at the national or international levels. Mott provides support through direct grants to established non-governmental organizations (NGOs) and through mini-grants administered by intermediary organizations, allowing its grantmaking to extend to even the smallest all-volunteer groups.

The United States portion of the Great Lakes Basin includes Mott’s entire home state of

Education efforts of the Cumberland River Compact continue to result in improvements in the water quality of the river and its tributaries.
The Great Lakes Revolving Loan Fund aids in the conservation of coastal and freshwater sites of exceptional ecological value, many of which have been identified as high priorities for conservation by land trusts and governmental agencies. A lack of capital to respond quickly to land purchase opportunities has stymied conservation efforts. The revolving loan fund provides NGOs and public agencies with access to short-term, low-interest loans to assist with land purchases that facilitate the preservation of environmental treasures for future generations.

The first loan offered by the revolving loan fund was to North Woods Conservancy, an all-volunteer land trust. Other nonprofits served by the fund could be similar local, grassroots groups or they could be as sophisticated as a statewide or national organization.

Conservation of Freshwater Ecosystems in North America

Grants were awarded to organizations that build the capacity of the conservation community, address important policy issues, support conservation efforts within selected watersheds, and otherwise conserve freshwater ecosystems in the binational Great Lakes basin and portions of the southeastern United States. The work of grassroots watershed and river protection groups is highlighted here.

The Tennessee Clean Water Network and Georgia River Network each received three-year, general purposes grants to help develop their infrastructure and expand existing programs in an effort to better serve nonprofit environmental groups and protect water resources throughout their states.
Tennessee’s Knoxville-based network received $150,000 and Georgia’s Athens-based network, $155,000. Each organization engages in public policy work and serves as a statewide voice to help protect, restore and enhance their state’s waters and the communities that depend on them.

The Cumberland River Compact, based in Nashville, Tennessee, received a three-year, $120,000 grant to continue educational and cooperative efforts to enhance the water quality of the Cumberland River and its tributaries, which stretch across portions of Tennessee and Kentucky.

Mott recognizes that environmental protection at any level cannot occur without strong leadership. With that in mind, the Foundation awarded a three-year, $405,500 grant to the Institute for Conservation Leadership in Takoma Park, Maryland. The organization is using the grant to provide capacity-building services to groups such as those noted above.

Reform of International Finance and Trade

Mott continues to provide grant support to ensure that NGOs actively and effectively participate in the decisionmaking processes of international finance and trade institutions, with the aim of advancing environmentally sustainable development.

Since the early 1990s, private capital has provided a steadily increasing share of financing for investments in developing and transitional
economies. This growth in private financial flows had been due largely to the provision of insurance by the export credit agencies (ECAs) and investment insurance agencies of developed countries. Despite the fact that they are publicly funded agencies of national governments, most ECAs do not require any type of environmental or social assessment as part of their approval process.

In 2001, Mott awarded several grants in support of ECA reform. Reform proponents seek to ensure broad public discussion of the environmental and social implications of loans and investment guarantees under consideration by ECAs. This involves advocating for open and transparent decisionmaking processes, as well as for the adoption of standards for environmental and social assessment. Mott grants included support to NGOs in North America, Western Europe, Asia and Australia — regions that will be influential in determining international standards for ECA lending.

For example, in 2001, Friends of the Earth-Japan received a two-year, $200,000 grant to build its internal capacity and to further its work internationally. The Tokyo-based organization is its nation’s leading environmental NGO working to reform Japanese ECAs, particularly the Japan Bank for International Cooperation (JBIC), which is the world’s largest source of development finance with an annual budget of $27 billion. This grant will also help the organization monitor the implementation of recently established environmental guidelines for future JBIC financed projects.

The Finnish Association for Nature Conservation of Helsinki was awarded a one-year, $76,000 grant to coordinate a group of Finnish environmental and development NGOs to work on reform of Finland’s export credit and guarantee agencies. While Finnish NGOs have worked to reform the nation’s export credit agencies for several years, this grant helps them connect with other European NGOs and with the international reform effort, enabling them to both expand nationally and engage internationally.

**Special Initiatives**

Mott continues its long history of helping NGOs cultivate and engage the public constituency for environmental protection through this program area.

The Foundation awarded a two-year, $500,000 grant to the National Wildlife Federation (NWF) in Reston, Virginia, for a new collaboration between the organization and Mexican NGOs active on conservation issues. Mexico — blessed with great biological diversity — is addressing its serious environmental threats from pollution, waste and misuse of natural resources. At the invitation of partner NGOs in Mexico, the NWF provides technical assistance to help these organizations strengthen their public profile, enhance their credibility with national decision makers, and develop a strong, in-country constituency for environmental protection.
Making a difference through environmental protection

The steadily falling snow wraps the landscape in a muffled blanket of white in early March.

It mantles the evergreens and birch trees and provides a soft frame to the banks of the Boyne River. In clearings along the river’s edge, fishermen cast flies into the gently flowing water in search of steelhead.

But this peaceful setting belies the remarkable transformations that have taken place, both in the river and in the people who care for it. Ed and Diane Strzelinski, board members of the grassroots environmental group Friends of the Boyne (FOB), walk the snowy path beside the river, pointing out many of the improvements the group has made over the past several years.

These changes — and many more throughout the Great Lakes Basin — have been made with support from the Tip of the Mitt Watershed Council, based in Petoskey, Michigan.

Established in 1979 as an all-volunteer group serving northern lower Michigan, Tip of the Mitt has grown steadily in size and, more importantly, effectiveness, with the help of Mott Foundation grants totaling nearly $2.2 million. Its first grant in 1985 provided the council with professional staff, as well as capacity-building and organizational development assistance.

Mott has been active in funding environmental projects in the Great Lakes Basin, including protection of freshwater ecosystems, for nearly 20 years. This grantmaking falls within its Conservation of Freshwater Ecosystems in North America program area.

“I firmly believe that first Mott grant jump-started our organization’s work in wetlands protection and our overall professional development,” said Gail Gruenwald, Tip of the Mitt’s executive director since 1987.

In the mid-1980s, there was little awareness in Michigan about the importance of wetlands protection. But, as Tip of the Mitt built its staff and developed its technical expertise, that began to change. One of the strengths the council developed, which remains at its core, is providing organizations with technical support in areas such as wetland identification, aquatic habitat issues,
endangered species, shoreline restoration and soil erosion control.

Staff members also began creating partnerships with local developers, demonstrating how wetlands can be maintained as featured assets in development projects, according to Wil Cwikiel, Tip of the Mitt’s Water Resource Program director. The organization works with landowners as well, providing manuals and training programs, and giving them tools to be good stewards of the land.

The experience gained from working with local groups provided Tip of the Mitt with an important foundation that allowed it to reach far beyond the four-county area it serves directly.

As Tip of the Mitt’s effectiveness grew, staff members realized that sharing their expertise could help similar organizations throughout the Great Lakes Basin. In the late 1980s, the Great Lakes Wetlands Policy Consortium was established, linking environmental groups active on aquatic habitat issues throughout the region.

With its strong technical expertise and knowledge base, state and federal agencies now look to Tip of the Mitt for input on water-resource issues.

“This … has allowed us to build positive relationships with governmental organizations and policymakers,” Cwikiel said. “In many instances, we’ve become the experts these groups turn to.”

Staff members have been involved in the rule-making process for the Michigan Wetland Protection Act and have testified before the U.S. Senate. In 1997, the organization’s work was recognized when it was presented the National Wetlands Award by the U.S. Environmental Protection Agency and the Environmental Law Institute.

Based on the success of the regional wetlands consortium, the Great Lakes Aquatic Habitat Network and Fund (GLAHNF) was established in 1996 as a project of Tip of the Mitt. GLAHNF empowers citizens to take action at the community level to protect and restore wetlands, shorelines, rivers, lakes and other aquatic habitats throughout the Great Lakes Basin by providing consultation and financial resources, sharing information, and fostering communications among citizens and organizations. To help fund this work, the Mott Foundation has made three grants (the most recent in 2001) totaling $1.65 million.

“GLAHNF helps people in their own place protect their water resources, which plays a very important role in protecting the entire Great Lakes
The Michigan River Network, coordinated by Scott McEwen, furnishes support to many watershed and river organizations and boards across the state.

Wil Cwikiel, Tip of the Mitt’s Water Resource Program director, says the organization provides manuals and training programs and gives landowners tools to be good stewards of the land.
system,” Cwikiel said. “The program is tailored to meet the needs of the citizens in each state.”

The “network” component of the GLAHNF project established and funded “hubs” of the network in each of the eight Great Lakes states, as well as in Ontario and an indigenous people’s hub based in New York. The environmental organizations serving as hubs already had good contacts with grassroots organizations in their areas.

The Michigan River Network, based at Tip of the Mitt, serves as the Michigan hub. Scott McEwen, coordinator of Michigan River Network, has provided guidance and support to river and watershed organizations, such as Friends of the Boyne, across the state and to board members like the Strzelinskis, who retired to the Boyne City area seven years ago.

According to Diane, they always had contributed to environmental causes, but now they are actively involved in conservation projects. While Ed sees that there is still much to be done, Friends of the Boyne already has accomplished a great deal. It has organized river cleanups, water monitoring, riverbank restoration and public education programs. Last year, Michigan River Network helped the group with strategic planning sessions.

The Michigan River Network and the other hubs help replicate this type of success among environmental groups throughout the network through the sharing of information and technical expertise. They distribute habitat protection guidebooks, publish action alerts, maintain regular communication, and hold meetings to develop technical knowledge and capacity-building support for the region.

Publications and a Web site (www.GreatLakesDirectory.org) add to the network of services offered by GLAHNF. They allow grassroots organizations to share their success stories, providing support and encouragement for one another. They also provide access to information, aquatic experts, funding resources, grant forms, a project toolbox and a directory of aquatic environmental organizations throughout the region.

The “fund” component of the GLAHNF project provides monetary support for the activities of the grassroots organizations. Small environmental groups can apply for grants of between $500 and $3,500 twice each year. In addition, special opportunity grants of up to $500 are awarded on an ongoing basis. Thus far, nearly 250 grants totaling $400,000 have been made in support of grassroots conservation efforts.

GLAHNF’s director, Jill Ryan, sees the tremendous impact that the fund has made across the region. “We can provide examples of successful projects to citizens working on similar issues throughout the Great Lakes Basin,” she said. “This keeps groups from having to reinvent the wheel. The program allows the community of groups to be more systematic and successful on a larger scale.”

Gruenwald concurrs: “Through GLAHNF, we’ve been able to take the experience from the

Director Jill Ryan recognizes that the Great Lakes Aquatic Habitat Network and Fund provides the ability for people to share their experiences.
work we’ve done locally and replicate it throughout the entire basin.”

Ryan points out how the program benefits small groups: “The small grants enable citizens to organize and develop their groups, complete important projects with a small amount of money — due in large part to the help of volunteers — and gain legitimacy with other funders.”

The way in which GLAHNF is structured is key to its effectiveness. The combination of the communication/information network plus funding has engaged thousands of people across the Great Lakes Basin, empowering them to make a measurable and important difference.

Although Tip of the Mitt now has more than 2,400 individual members and is one of the largest environmental groups in Michigan, it remains true to its local roots and the community it serves. Last summer, staff moved into a newly renovated building in downtown Petoskey.

According to Gruenwald, Tip of the Mitt had considered locating outside the city, but decided it was important to have a visible presence in the community and to preserve the undeveloped land in the area.

The building also provides a way for the council to demonstrate sound ecological practices. Inside, carpeting is made from recycled materials. Outside, a storm water infiltration basin soon will be completed to filter runoff before it goes into nearby Little Traverse Bay.

“We hope to be a model for other businesses and organizations,” Gruenwald said.

Tip of the Mitt and the GLAHNF project have helped protect local water resources such as the Boyne River and empowered local grassroots leaders such as the Strzelinskis across the Great Lakes Basin.

In this way, Tip of the Mitt plays a vital role in helping transform the efforts of small, all-volunteer groups like Friends of the Boyne into successful programs that have a positive impact not only on the precious water resources in their areas, but also on their communities.

“Getting people involved in environmental issues spills over into other areas,” Cwikiel said. “Engaging citizens is what our country is about. When ordinary people get involved with successful environmental projects, they see that they have a voice and can make a difference. They can shape the future.”

Michigan’s waterways offer breathtaking scenery in all seasons.
CONSERVATION OF FRESHWATER ECOSYSTEMS IN NORTH AMERICA

SITE-BASED CONSERVATION EFFORTS

Community Foundation for Muskegon County
Muskegon, MI
$100,000
24 mos.
To determine the health and status of the Mona Lake watershed.

Conservation Fund
Arlington, VA
$3,975,000
75 mos.
To support the conservation of coastal and freshwater sites in the U.S. portion of the Great Lakes Basin.

Grand Traverse Regional Land Conservancy
Traverse City, MI
$750,000
27 mos.
To support efforts to protect ecologically outstanding coastal properties on the Lake Michigan shoreline.

Marquette Community Foundation
Marquette, MI
$100,000
24 mos.
To support a partnership of watershed organizations working to coordinate conservation efforts in the Great Lakes region.

National Fish and Wildlife Foundation
Washington, DC
$109,200
24 mos.
To support the use of biostabilization techniques in stabilizing the banks of rivers and streams.

Racine Community Foundation, Inc.
Racine, WI
$100,000
24 mos.
To support a network created to connect people and organizations with financial and technical resources to promote watershed health in the Great Lakes region.

Restore America’s Estuaries
Arlington, VA
$30,000
15 mos.
To stimulate and coordinate the implementation of an act to restore coastal habitat in the United States.

SUBTOTAL: Site-Based Conservation Efforts $5,164,200

STRENGTHENING THE ENVIRONMENTAL COMMUNITY

Altamaha Riverkeeper
Darien, GA
$155,000
36 mos.
To support an organization created to protect and restore the Altamaha River.

Coast Alliance
Washington, DC
$90,000
24 mos.
To support a national environmental group devoted to improved management of coastal resources.

Conservation Fund
Arlington, VA
$11,000
Grant increase to promote the conservation and stewardship of biodiverse systems along the Michigan shore of Lake Michigan.

Cumberland River Compact
Springfield, TN
$120,000
36 mos.
To support an organization working to enhance the water quality of the Cumberland River and its watersheds.

Foundation-Administered Project
$18,681
To provide photographs of freshwater and coastal ecosystems to nonprofit environmental groups.

Georgia River Network
Athens, GA
$155,000
36 mos.
To support a statewide nonprofit organization dedicated to the conservation of the rivers and watersheds in Georgia.

Grand Traverse Regional Land Conservancy
Traverse City, MI
$225,000
36 mos.
To support the development and implementation of a fundraising plan.

Institute for Conservation Leadership
Takoma Park, MD
$405,500
36 mos.
To strengthen environmental nonprofit organizations in both the Great Lakes and southeastern regions of the United States.

Laidlaw Foundation
Toronto, ON, Canada
$100,000
26 mos.
To strengthen the capacity of the environmental community in Canada.

Lake Michigan Federation
Chicago, IL
$100,000
Grant increase to support an organization created to protect Lake Michigan and the Great Lakes.

Land Trust Alliance, Inc.
Washington, DC
$510,000
36 mos.
To promote the adoption and implementation of nationally recognized standards and practices for land trust operation.

River Network
Portland, OR
$550,000
24 mos.
To promote river and watershed protection in the Great Lakes basin and southeastern United States.

Tennessee Clean Water Network
Knoxville, TN
$150,000
36 mos.
To support an organization created to serve as a voice for watershed protection in Tennessee.
Tip of the Mitt Watershed Council  
Petoskey, MI  
To support citizen efforts to protect wetlands and other aquatic habitats throughout the Great Lakes basin.

**SUBTOTAL: Strengthening the Environmental Community**  
$3,215,181

PUBLIC POLICY WORK

American Rivers, Inc.  
Washington, DC  
Grant increase to support efforts to protect and restore U.S. rivers.

Aspen Institute, Inc.  
Washington, DC  
To develop recommended guidelines for decisionmaking regarding dam removal and improved processes for implementation of decisions.

Catawba-Wateree Relicensing Coalition  
Charlotte, NC  
To support an organization created to protect, enhance and restore the Catawba-Wateree river basin.

Clean Water Fund  
Washington, DC  
To support the development of a coordinated water policy agenda for the state.

Federation of Ontario Naturalists  
Don Mills, ON, Canada  
Grant increase to support the implementation of an agreement to protect Ontario forests.

Georgia Center for Law in the Public Interest  
Atlanta, GA  
To provide support to a nonprofit public interest law center dedicated to protecting natural resources in Georgia.

Low Impact Hydropower Institute  
Portland, OR  
To support an organization created to improve the environmental performance of hydropower dams.

National Parks Conservation Association  
Washington, DC  
To protect in-stream flows of rivers and streams.

Natural Heritage Institute  
Berkeley, CA  
To support relicensing proceedings of hydroelectric dams in the Great Lakes and southeastern regions of the United States.

Northeast-Midwest Institute  
Washington, DC  
To support a program that serves as a voice for the Great Lakes region in Washington, D.C.

Ohio Environmental Council  
Columbus, OH  
To protect and restore freshwater ecosystems within the Lake Erie basin.

River Alliance of Wisconsin  
Madison, WI  
To promote the removal of obsolete dams on waterways in the Great Lakes basin portion of Wisconsin.

Upper Chattahoochee Riverkeeper Fund  
Atlanta, GA  
To strengthen the environmental community’s input to water allocation negotiations underway in the Southeast.

**SUBTOTAL: Public Policy Work**  
$1,695,340

PROGRAM AREA TOTAL: Conservation of Freshwater Ecosystems in North America  
$10,074,721

REFORM OF INTERNATIONAL FINANCE AND TRADE

POLICY REFORM AND IMPLEMENTATION

AID/WATCH  
Bondi Junction, Australia  
To support an organization created to monitor the environmental and social impacts of Australian foreign assistance funding.

Both Ends Foundation  
Amsterdam, Netherlands  
To improve the policies and practices of international financial institutions.

Center for International Environmental Law  
Washington, DC  
Grant increase to promote environmental reforms within trade policies and institutions, and international financial institutions.

Conservation International Foundation  
Washington, DC  
To protect the biodiversity and environment of the tropics.

Ecological Foundation  
Cornwall, England  
To examine environmental impacts of export credit agencies in Great Britain and promote the adoption of common environmental standards.
<table>
<thead>
<tr>
<th>Organization</th>
<th>Amount</th>
<th>Location</th>
<th>Duration</th>
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</thead>
<tbody>
<tr>
<td>Environmental Defense</td>
<td>$300,000</td>
<td>New York, NY</td>
<td>24 mos.</td>
</tr>
<tr>
<td>To support efforts to reform public international financial institutions.</td>
<td></td>
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<tr>
<td>Fern</td>
<td>$50,000</td>
<td>Moreton-in-Marsh, England</td>
<td>12 mos.</td>
</tr>
<tr>
<td>To encourage European Union institutions to support the reform of export credit agencies throughout Europe.</td>
<td></td>
<td></td>
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<tr>
<td>Indian Law Resource Center</td>
<td>$200,000</td>
<td>Helena, MT</td>
<td>24 mos.</td>
</tr>
<tr>
<td>To support efforts to reform international financial institutions’ policies and projects affecting indigenous peoples and the environment.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Institute for Policy Studies</td>
<td>$450,000</td>
<td>Washington, DC</td>
<td>36 mos.</td>
</tr>
<tr>
<td>To assess the impact of financial flows on the global environment.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>National Wildlife Federation</td>
<td>$240,000</td>
<td>Reston, VA</td>
<td>24 mos.</td>
</tr>
<tr>
<td>To ensure that international trade policies actively promote sustainable development.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>New America Foundation</td>
<td>$250,000</td>
<td>Washington, DC</td>
<td>24 mos.</td>
</tr>
<tr>
<td>To examine the environmental practices of the world’s banking sector.</td>
<td></td>
<td></td>
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<tr>
<td>Oxfam America</td>
<td>$62,631</td>
<td>Boston, MA</td>
<td>12 mos.</td>
</tr>
<tr>
<td>To bring a strong local development perspective to international financial institution reform efforts.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Urgewald</td>
<td>$40,000</td>
<td>Sassenberg, Germany</td>
<td></td>
</tr>
<tr>
<td>Grant increase to promote sound environmental, social and development policies within international public- and private-sector financial institutions.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>World Economy, Ecology and Development Association</td>
<td>$33,500</td>
<td>Bonn, Germany</td>
<td>24 mos.</td>
</tr>
<tr>
<td>To promote environmental reform of multilateral development bank policies and operations.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>World Resources Institute</td>
<td>$450,000</td>
<td>Washington, DC</td>
<td>36 mos.</td>
</tr>
<tr>
<td>To mainstream environmental priorities into decisions made by the international financing community.</td>
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**STRENGTHENING INTERNATIONAL CONSTITUENCIES FOR REFORM**

<table>
<thead>
<tr>
<th>Organization</th>
<th>Amount</th>
<th>Location</th>
<th>Duration</th>
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</thead>
<tbody>
<tr>
<td>ActionAid</td>
<td>$30,000</td>
<td>London, England</td>
<td></td>
</tr>
<tr>
<td>Grant increase to promote reform of multilateral development bank policies.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ActionAid Brasil</td>
<td>$200,000</td>
<td>Rio de Janeiro, Brazil</td>
<td>24 mos.</td>
</tr>
<tr>
<td>To increase the effectiveness of civil society efforts to reform trade policies in Brazil.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Agir ici</td>
<td>$35,000</td>
<td>Paris, France</td>
<td>27 mos.</td>
</tr>
<tr>
<td>Grant increase to support efforts to encourage French leadership on reform of international financial institutions.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amazon Watch, Inc.</td>
<td>$160,000</td>
<td>Topanga, CA</td>
<td>24 mos.</td>
</tr>
<tr>
<td>To support an organization that works with indigenous groups in Amazon River basin countries to protect the environment and advance human rights.</td>
<td></td>
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<tr>
<td>Bank Information Center</td>
<td>$100,000</td>
<td>Washington, DC</td>
<td></td>
</tr>
<tr>
<td>Grant increase to support an organization that enables citizens in developing countries to influence the social and environmental impacts of multilateral development bank loans.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Bolivian Forum on Environment and Development</td>
<td>$100,000</td>
<td>Bairro Sopocachi, Bolivia</td>
<td>18 mos.</td>
</tr>
<tr>
<td>To support an organization working to address environmental and economic development issues in Bolivia.</td>
<td></td>
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</tr>
<tr>
<td>Centro Internazionale Crocevia</td>
<td>$30,000</td>
<td>Rome, Italy</td>
<td></td>
</tr>
<tr>
<td>Grant increase to support an information clearinghouse on multilateral development bank reform issues in Italy.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Centro Mexicano de Derecho Ambiental, A.C.</td>
<td>$250,000</td>
<td>Mexico City, Mexico</td>
<td>36 mos.</td>
</tr>
<tr>
<td>To promote integration of environmental concerns into trade policy within Mexico and throughout Latin America.</td>
<td></td>
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<tr>
<td>CUSO</td>
<td>$175,000</td>
<td>Ottawa, ON, Canada</td>
<td>24 mos.</td>
</tr>
<tr>
<td>To support a coordinated Canadian campaign to promote policy reform of international financial institutions.</td>
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</tbody>
</table>

**SUBTOTAL: Policy Reform and Implementation** $3,030,271
Finnish Association for Nature Conservation  
Helsinki, Finland  
12 mos.  
To develop a network to address the reform of Finnish export credit agencies.

Friends of the Earth - Japan  
Tokyo, Japan  
24 mos.  
To promote reform of Japanese export credit agencies and advocate for support of common environmental standards.

Friends of the Earth International  
Amsterdam, Netherlands  
24 mos.  
To develop coordinated strategies to reform the international financial institutions.

Institute for Food and Development Policy, Inc.  
Oakland, CA  
24 mos.  
To support research and analysis of policy advocacy on land reform directed toward the World Bank and key developing country governments.

International Rivers Network  
Berkeley, CA  
Grant increase to improve river management while promoting reform of international financial institutions.

Latin American Institute for Alternative Legal Services - ILSA  
Bogota, Columbia  
10 mos.  
To promote environmental and social reforms at the multilateral development banks.

Les Amis de la Terre  
Montreuil, France  
24 mos.  
To support international financial institution reform.

Rainforest Foundation UK  
London, England  
12 mos.  
To minimize environmental and social impacts of projects funded by the European Commission.

Sierra Club Foundation  
San Francisco, CA  
24 mos.  
To educate the public about the need for environmentally responsible trade policies.

Stichting Forest Peoples Programme  
Moreton-in-Marsh, England  
36 mos.  
To promote reform of multilateral development bank policies and programs that impact forests and forest-dwelling peoples in developing countries.

Third World Network Berhad  
Penang, Malaysia  
36 mos.  
To enable Third World countries to participate in trade policy discussions.

Tides Center  
San Francisco, CA  
12 mos.  
To educate domestic and international civil society organizations about the environmental and social challenges of globalization.

Trasparencia, Sociedad Civil  
Oaxaca de Juarez, Oaxaca, Mexico  
24 mos.  
To strengthen the capacity of Mexican grassroots groups and citizens’ organizations to participate in national and international decisionmaking processes.

United Nations Foundation  
Washington, DC  
12 mos.  
To build global consensus on the standards for measuring and reporting corporate environmental performance.

**SUBTOTAL: Strengthening International Constituencies for Reform $3,924,713**

**DEVELOPING NEW APPROACHES**

Institute for International Economics  
Washington, DC  
7 mos.  
To bring the perspective of emerging market economies to ongoing discussions on restructuring the international financial architecture.

Millennium Institute  
Arlington, VA  
24 mos.  
To test the applicability of an advanced, computer-based sustainable development planning model.

Tufts University  
Medford, MA  
30 mos.  
To study the potential environmental impacts of the proposed Free Trade Area of the Americas.

**SUBTOTAL: Developing New Approaches $425,000**

**PROGRAM AREA TOTAL: Reform of International Finance and Trade $7,379,984**
### SPECIAL INITIATIVES

#### GROWTH MANAGEMENT & URBAN REVitalization IN MICHIGAN

<table>
<thead>
<tr>
<th>Organization</th>
<th>Amount</th>
<th>Location</th>
<th>Duration</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collins Center for Public Policy</td>
<td>$20,000</td>
<td>Miami, FL</td>
<td>12 mos.</td>
<td>To support a network of organizations working to address the environmental, social and economic problems created by suburban sprawl and urban disinvestment.</td>
</tr>
<tr>
<td>Council of Michigan Foundations</td>
<td>$7,500</td>
<td>Grand Haven, MI</td>
<td>4 mos.</td>
<td>To promote information sharing, learning and dialogue on various aspects of land-use reform, growth management, urban revitalization and related issues.</td>
</tr>
<tr>
<td>M.O.S.E.S. Metropolitan Organizing Strategy</td>
<td>$53,100</td>
<td>Detroit, MI</td>
<td></td>
<td>Grant increase to build a community voice in southeastern Michigan around transportation, urban revitalization and growth management.</td>
</tr>
<tr>
<td>Metropolitan Area Research Corporation</td>
<td>$101,377</td>
<td>Minneapolis, MN</td>
<td>18 mos.</td>
<td>To address the problems caused by urban sprawl.</td>
</tr>
<tr>
<td>Michigan Chamber Foundation</td>
<td>$19,500</td>
<td>Lansing, MI</td>
<td>5 mos.</td>
<td>To enable representatives of nonprofit organizations to attend a statewide conference organized by chambers of commerce to address growth management issues.</td>
</tr>
<tr>
<td>Michigan Economic and Environmental Roundtable</td>
<td>$29,400</td>
<td>Lansing, MI</td>
<td>6 mos.</td>
<td>To update a report on the condition of urban areas in Michigan.</td>
</tr>
<tr>
<td>Michigan Environmental Council</td>
<td>$180,000</td>
<td>Lansing, MI</td>
<td>24 mos.</td>
<td>To support improved land-use decisionmaking in Michigan.</td>
</tr>
<tr>
<td>University of Michigan</td>
<td>$100,000</td>
<td>Ann Arbor, MI</td>
<td>24 mos.</td>
<td>To support public radio programming that addresses the complex relationships between growth patterns, urban disinvestments and social equity.</td>
</tr>
<tr>
<td><strong>SUBTOTAL: Growth Management &amp; Urban Revitalization in Michigan</strong></td>
<td><strong>$510,877</strong></td>
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#### STRENGTHENING THE ENVIRONMENTAL MOVEMENT

<table>
<thead>
<tr>
<th>Organization</th>
<th>Amount</th>
<th>Location</th>
<th>Duration</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Earth Share</td>
<td>$600,000</td>
<td>Washington, DC</td>
<td>24 mos.</td>
<td>To support a partnership to enhance the collective effectiveness of environmental workplace giving federations.</td>
</tr>
<tr>
<td>Environmental Support Center, Inc.</td>
<td>$300,000</td>
<td>Washington, DC</td>
<td>36 mos.</td>
<td>To support an organization serving the interests and needs of groups working on environmental issues.</td>
</tr>
<tr>
<td>National Campaign for Sustainable Agriculture</td>
<td>$65,000</td>
<td>Pine Bush, NY</td>
<td>18 mos.</td>
<td>To expand efforts to inform the public and policymakers about the need for improved federal agriculture policies.</td>
</tr>
<tr>
<td>Southern Echo, Inc.</td>
<td>$200,000</td>
<td>Jackson, MS</td>
<td>24 mos.</td>
<td>To provide resources to people of color-led organizations active on environmental issues.</td>
</tr>
<tr>
<td>Tides Center</td>
<td>$300,000</td>
<td>San Francisco, CA</td>
<td>24 mos.</td>
<td>To provide media-related tools and information to nonprofit environmental groups.</td>
</tr>
<tr>
<td><strong>SUBTOTAL: Strengthening the Environmental Movement</strong></td>
<td><strong>$1,465,000</strong></td>
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</tr>
</tbody>
</table>
**SPECIAL OPPORTUNITIES**

**Center for Rural Affairs**

*Walthill, NE*

To support a network of Midwestern organizations advocating for farm policy reforms to promote sustainable agriculture, pesticide use reduction and conservation.

**Consultative Group on Biological Diversity, Inc.**

*San Francisco, CA*

To support an organization created to increase the quality and impact of private grantmaking related to biodiversity conservation.

**Michael Fields Agricultural Institute, Inc.**

*East Troy, WI*

To increase support among the mainstream agriculture community in targeted states for core federal sustainable agriculture programs.

**National Wildlife Federation**

*Reston, VA*

To build the capacity of Mexican non-governmental organizations to develop an environmental public constituency.

**Nature Conservancy**

*Arlington, VA*

To support an initiative created to generate new income streams for acquisition and management of critical habitats around the world.

**Ocean Arks International, Inc.**

*Burlington, VT*

To evaluate an innovative approach to wastewater treatment.

**Rockefeller Family Fund, Inc.**

*New York, NY*

To support efforts to facilitate communication, foster cooperation and develop collaboration among environmental grantmakers.

**SUBTOTAL: Special Opportunities**

$1,753,500

**PROGRAM AREA TOTAL: Special Initiatives**

$3,729,377

**PROGRAM TOTAL: Environment**

$21,184,082
MISSION
To foster a well-functioning, connected community that is capable of meeting the economic, social and racial challenges ahead.

2001* PURPOSE STRATEGIES
CREATING PUBLIC CAPITAL
Encourage the community's members — its citizens and leaders — to partner in a process of dialogue and change aimed at meeting economic, social and racial challenges.

Supporting and expanding targeted organizations as centers of strength to increase Flint's capacity to act on its challenges and concerns.

Supporting community engagement, particularly citizen dialogue, to define and act on the community's challenges and concerns.

Supporting efforts to build and sustain networks that link people and organizations to talk and work together.

Identifying and supporting local leadership and providing ways to connect these leaders to institutional leadership.

RESPONDING TO CRITICAL COMMUNITY NEEDS
Support and expand targeted educational, cultural, economic and social institutions as centers of strength and forces for positive change.

Supporting and expanding targeted organizations as centers of strength to increase Flint's capacity to act on its challenges and concerns.

Developing and supporting economic efforts to increase the number of jobs in the city, and access by Flint residents to jobs that provide livable wages within the region.

Strengthening education and educational institutions as forces for positive change.

2002* GOALS OBJECTIVES
ARTS, CULTURE AND EDUCATION
Support education, arts and cultural institutions as critical forces for positive change and key determinants of the community's quality of life and economic well-being.

Building the capacity and broadening the user base of Flint area educational, arts and cultural institutions through capital, endowment and programmatic support.

Partnering with, and where appropriate, assisting the Flint Community Schools to develop an effective agenda to address future academic, fiscal and operational challenges while building public demand and respect for well-functioning schools.

Promoting the adoption and effective implementation of new policies and approaches to improve quality of education for Flint area students, preschool through college.

COMMUNITY REVITALIZATION AND ECONOMIC OPPORTUNITY
Support efforts that improve local governance, regional cooperation, community participation and the Flint area's economic vitality.

Increasing the quantity and quality of information, data and technical expertise available to community-based organizations and public agencies.

Supporting the revitalization of Flint's neighborhoods and central city.

Helping Flint residents capture the benefits of the regional economy though support for the workforce, economic and trade-related development efforts.

Supporting regional cooperation.

Assisting the community to build its civic capacity.

SPECIAL INITIATIVES
Respond to unique opportunities to improve the quality of life in the Flint area.

CATEGORIES
- Race Relations
- Children and Families
- Nonprofit Capacity Building
- Special Opportunities

*This report reflects the 2001 Flint Area grantmaking. In June 2002, revisions to the program were approved by the Foundation’s Board of Trustees. These changes represent a fine-tuning of the program; many grantmaking objectives and strategies remain unchanged.
Candid photographs from Charles Stewart Mott’s life vividly illustrate his affection and concern for the community he called home, particularly for its children. The images recall his visits to local schools and clinics, joining young people in impromptu games of “tug of war,” or smiling with them over a shared bit of humor.

This care for children and belief in community have led the Mott Foundation to provide support for various local programs that have helped Flint-area youth recognize, develop and follow through on their potential. Today, the Foundation that bears his name remains committed to that philosophy. In 2001, a grant of $658,150 to the Community Foundation of Greater Flint supported the development, implementation and evaluation of a Summer Youth Program.

This annual initiative, which provides employment, recreation and community service opportunities for more than 1,500 Flint-area
youth, was one of 52 grants in 2001 totaling $17.7 million in the Flint Area program.

The Summer Youth Program seeks to help local young people develop their potential for success by linking them with programs that emphasize skill enhancement, personal development and leadership. It also strengthens the operating capacity of the many neighborhood-based organizations working with those youth, and provides them with a supportive forum in which to collaborate and respond to community concerns.

Ongoing support for grassroots initiatives such as the Summer Youth Program also reflects the Foundation's belief that building local capacity and momentum for sustainable change requires patience, timing and commitment. That strategy was further demonstrated by grants to local centers of strength — those organizations and individuals with the potential to help propel the community forward. Grants also focused on developing resources for underserved populations, encouraging community engagement and supporting local efforts to respond to national emergencies.

Creating Public Capital

Support for local initiatives that directly impact the lives of residents included a 21-month, $200,000 grant to the United Way of Genesee County for the Bridges to the Future Initiative. This countywide collaborative of more than 100 schools provides before- and after-school programs to 4,500 local elementary- and middle-school students, with particular emphasis on youth development through leadership, respect and communication. The program, which is largely funded through the Michigan Family Independence Agency, was developed with the support of the DeWitt Wallace-Reader’s Digest Fund.

Connecting individuals and organizations to human services in the community was the purpose of a 32-month, $174,650 grant to the Resource Center in Flint for the Community Information and Technology Project. The project provides access to an on-line database and encourages grassroots-level contributions by connecting area residents with volunteer opportunities and by strengthening the capacity of local non-profit agencies to continue their work.
Mott’s long-standing commitment to local educational institutions continued with a two-year, $1.7-million grant to support curriculum development for a planned Regional Technology Center at Mott Community College in Flint. The center, scheduled to open in September 2002, will provide students with access to cutting-edge manufacturing technologies and will serve as a technology incubator for regional businesses. The grant also will help the center develop specialized “module” curricula to meet students’ specific academic and career goals, as well as to allow for more customization of curriculum to meet employer needs.

Further strengthening the community’s educational resources were two grants totaling more than $2.1 million to the University of Michigan-Flint for new program and facility development in the areas of health and child development.

A two-year, $1.2-million grant for UM-Flint’s planned Urban Health and Wellness Center will educate students for health-related careers, address health-care issues faced by local underserved residents, and develop new health promotion and wellness partnerships throughout the greater Flint community.

A 21-month, $904,938 grant for the university’s new Early Childhood Development Center will support on-campus child care to UM-Flint students, faculty and staff, as well as nearby residents. The center also will serve as a teaching and research environment for students enrolled in the School of Education and Human Services, and will provide workshops, consultation assistance and professional development for the local child-care community.

Both facilities are scheduled to open by September 2002 in UM-Flint’s new William S. White Building.
Mott support in Flint is also expressed in ways other than formal grants, including assistance with building local partnerships and facilitating community conversations. One example of this work is Mott’s technical assistance to local funders and human service organizations in establishing Individual Development Account (IDA) programs for low-income residents.

These matched savings programs, begun in conjunction with the Michigan Individual Development Account Program (MIDAP), help low-income families accumulate assets that can

The Greater Flint Health Coalition, through the Genesee Health Plan, allows uninsured county residents to obtain health care.
then be applied to a down payment on a house, to start a business or to pay education expenses.

MIDAP, developed in partnership with the Michigan Family Independence Agency and the Council of Michigan Foundations, will invest $10 million over a five-year period to establish and evaluate IDA programs throughout the state. The project, launched in 2001, is expected to help 2,000 low-income Michigan families accumulate assets. (Mott made a $1-million grant to MIDAP through its Pathways Out of Poverty program in 2000.)

Responding to Critical Community Needs

Helping the community act upon the needs of underserved residents was the purpose behind grants totaling $470,000 to the Greater Flint Health Coalition.

Included was a one-year, $170,000 grant to develop the coalition’s Genesee Health Plan, a program designed to provide up to $8 million per year in low-cost health coverage for uninsured, low-income residents in Genesee County. The health plan, which is being implemented with the support of state and federal funds, began enrolling uninsured residents in January 2002.

In addition, a three-year, $300,000 general purposes grant to the coalition is supporting the organization’s efforts to improve community access to health care services and to monitor the effectiveness and efficiency of area health care systems.

Mott support of programs that directly serve Flint-area individuals and families also included a three-year grant totaling $174,000 to Kids In Distressed Situations, Inc., for a local replication of the KIDS donation program. This successful national model is partnering with the Food Bank of Eastern Michigan in Flint to help alleviate the effects of poverty on children by soliciting and distributing donations of clothing, toys, child-care products and other items to local families in need.

As the residents of the greater Flint area work to address their own concerns, they remain aware of the needs of others beyond their own community. Following the terrorist attacks of September 11, Mott joined an outpouring of local support for the many victims and their families with a $3.17-million grant package for disaster and humanitarian relief initiatives at home and abroad. (See also Civil Society overview, page 16.)

Grants recognizing Flint-area relief efforts were: $300,000 each to local chapters of the United Way and American Red Cross; $100,000 to the Flint-area chapter of the Salvation Army; $200,000 to the established 100 Club of Flint Endowment at the Community Foundation of Greater Flint; and $100,000 to the Emergency Response Vehicle Fund coordinated by the Genesee County Board of Commissioners.
Awakening to the possibilities of the future

“Awakening,” the second track from DeeNAhea’s (pronounced “DNA”) 2001 CD “By the Spirit,” blends the tropical ambience of steel drums with the songbird-like notes of a flute.

Acoustic and bass guitars gently accent the rising and falling melody, accompanied by the soft metallic brush of cymbals.

This lush combination of harmony and sound is a departure from the driving rhythms of rock and rap music, two genres more typically attributed to younger performers and fans. However, for 21-year-old Flint native Andrew Lloyd, who recorded “By the Spirit” with his friend and fellow DeeNAhea band member, Daru Jones, setting aside conventional approaches is at the very root of his passion for music. It also forms the basis for his belief that all individuals, particularly young people, should look beyond the confines of social and cultural norms and explore who they are and who they want to become.

“A lot of the time society tries to tell us who we’re supposed to be, what we’re supposed to do and think. If a kid doesn’t feel that he can measure up to that, then he loses confidence in himself. He can become trapped in a form of low self-esteem bondage and end up rebelling and getting into trouble,” Andrew said.

“But if you help kids feel confident in themselves … then you give them the strength to go forward and use their gifts and talents to help themselves and others. And that can change the world.”

Andrew credits his own “awakening” from a troubled adolescence of frustration, poor self-esteem and drug abuse to a renewed religious faith, the support of his family and — in no small part — the teachers and staff at Mott Middle College (MMC) in Flint.

Mott Middle College is the country’s first multidistrict middle college high school, serving 21 area school districts.
Andrew Lloyd credits his opportunities at Mott Middle College, including his participation in its band, the "Steelheads," with helping him turn his life around.
MMC, established in 1991 with the help of a start-up grant from the Mott Foundation, provides an educational alternative to high school-age youth who possess academic potential but who are at risk of dropping out of school, or who are not achieving their potential. The program encourages students to take responsibility for their education and helps them develop effective learning and communication methods. MMC staff members also focus young people on the value of working together as a group, while respecting individual preferences and needs.

MMC is the country’s first multidistrict middle college high school, providing services to 21 school districts in the Genesee County area. The school is also the first of its kind to be accredited by the North Central Association, a regional accrediting association recognized by the U.S. Department of Education.

From its very start, MMC has engaged area individuals and organizations in program planning and development. Parents; members of the local law enforcement, education and medical fields; and the youth themselves have played key roles in the school’s evolution.

The Mott Foundation has provided more than $1.5 million in planning, operational and replication grants to the school since 1988, in addition to a $105,900 grant in 2001 in support of an international percussion festival.

More than seven decades of support for education-based initiatives reflect the Foundation’s belief that effectively responding to critical community needs requires the participation of educational institutions and other centers of strength — those forces that possess the vision, leadership and capacity to encourage positive change. It also mirrors Charles Stewart Mott’s assertion that such transformation begins with individual opportunity and community partnership.

Many point to the strong local support for MMC and its unusual educational approach as the key reasons why many of the school’s students succeed.

“Instead of trying to mold you around their style of teaching, [the teachers at MMC] mold themselves around your style of learning,” Andrew said. “That makes a big difference for people like me, because it takes those things about yourself that people may have always told you were weaknesses and helps you turn them into strengths. … That’s really what makes this school so effective; it gives kids back their future.”

A future that was anything but rocky seemed out of his reach just a few years ago. Andrew, the only boy in a family of three children, describes his middle-class childhood as happy, complete with loving and supportive parents who never doubted his potential.
However, as he moved toward adolescence, Andrew found it increasingly difficult to pay attention in school. This lack of concentration led to frustrating interactions with teachers, who he believed saw him as a troublemaker.

His rebellion against such perceptions eventually led to the use of illegal drugs, with each new chemically induced high temporarily insulating him against the failure he thought the world saw in him. However, when the effects of the drugs wore off, he slipped further into frustration and self-doubt.

Andrew’s eventual expulsion from school for events related to his drug use left his parents devastated at the discovery of what their son had been doing. Still, they maintained faith in Jesus Christ and Andrew’s potential, and began exploring educational alternatives that complemented his learning needs. They soon discovered MMC.

“I knew pretty much at the start that I was on to a good thing,” Andrew said. “The staff draws you in instead of trying to drive you. They give you the benefit of the doubt, they give you trust and freedom and respect. … You want to deserve the relationship and live up to it.”

For MMC Principal Chery Wagonlander, that relationship between student and teacher is a critical thread woven throughout the entire school program.

“Educating these children to the very height of their potential means viewing them not just as students, but as part of our family,” she said.

“Many of them come to us bruised socially and emotionally. As a school, we need to focus on, and care as much about, the emotional aspects of their development as we do the cognitive. That’s the only way we’re going to successfully help them pursue whatever it is that makes them truly happy.”

Principal Chery Wagonlander says Mott Middle College develops the potential of its students and makes them part of a family.
Developing such a supportive and energizing atmosphere extends to the school’s physical location on the campus of Mott Community College. That placement provides MMC students the opportunity to earn college credits while completing their high school diplomas and, for many, helps spark their interest in higher education.

The youth also develop job skills through workplace internships, and they engage in a broad range of extracurricular activities, such as hosting school tours or volunteering at Flint-area service organizations. Others, like Andrew, have joined MMC’s award-winning percussion ensemble and steel drum band, the “Steelheads.”

The evidence strongly suggests the school is a success. Of the more than 250 students who enroll at MMC each year, more than 90 percent either remain in the program or achieve stability and return to their home school district. Furthermore, 98 percent of MMC graduates enroll in college or other higher education programs.

MMC benefits students beyond its campus by sharing lessons learned with other area schools. Among those insights is the school’s successful Interactive Math Project, which helps students work individually and in groups to find new and creative ways to solve mathematical problems, and its American Social History Project, which critically examines historical events from the “first-person” perspective, using photographs, essays, journal entries and eyewitness accounts.

MMC also serves as a model for middle-col-
Approximately 98 percent of Mott Middle College’s graduates enroll in higher education programs.

College replications around the country, including Boyce Campus Middle College in Monroeville, Pennsylvania.

“[MMC] provided us with a strong example of what a good middle college program can accomplish,” said Carolyn Hassel, director at Boyce Campus. “It has shown that communities can help those kids who, for whatever reason, can’t make it in their home schools, who just don’t fit in with the conventional mold. Mott Middle College has supported them, re-engaged them in education, and helped them realize that the light at the end of the tunnel is hope and not just another of life’s ‘trains’ coming to knock them off the tracks.”

The track of Andrew’s own life continues to take many positive turns. After successfully completing a drug rehabilitation program, he graduated from MMC in 1999 and in February 2002 married Cynthia Vangilder, his longtime girlfriend and fellow MMC student. Each is enrolled at the University of Michigan-Flint, where Cynthia will major in education beginning in the fall of 2002 and Andrew is studying the arts.

“If it wasn’t for the school, I wouldn’t have found my future,” Cynthia said. “I wouldn’t have gone on to college. I would have never made plans to become a teacher myself. And I wouldn’t have met Andy.”

With the new life he and Cynthia began at MMC, Andrew plans to obtain his master’s degree in music composition and perhaps score music for motion pictures.

Indeed, music continues to serve as a motivating force in his life. He plays piano for his church, remains active with the “Steelheads,” is a member of several bands and teaches private music lessons to students aged 8 to 67 years.

“I feel my greatest challenge yet to come is with my music, to become a composer and help break down spiritual, social, emotional and mental barriers,” Andrew said. “If I can use my music to impact people’s lives, giving revelation and encouraging them to see themselves the way their creator sees them, then I can help transform the world …. And that’s the whole point of being here, right?”
**Creating Public Capital**

**Community Capital Development Corporation**
*Flint, MI*
To support a micro-enterprise training program that targets individuals who are recipients of public assistance and/or of low and moderate income.

**Community Foundation of Greater Flint**
*Flint, MI*
To support summer youth employment, recreation and community service programs for young people.

**Creative Expressions Dance Studio, Inc.**
*Flint, MI*
To provide children and young people with the opportunity to explore the history of tap dance through workshops and performances.

**Flint Community Schools**
*Flint, MI*
To promote artistic activity that encourages community discussion on vital issues.

**Flint Cultural Center Corporation, Inc.**
*Flint, MI*
To commemorate the 75th anniversary of the Mott Foundation and celebrate the occasion with the Flint area community.

**Flint Youth Theatre**
*Flint, MI*
To support the creation and production of a play in honor of the Mott Foundation’s 75th anniversary focusing on individuality and community.

**Foundation-Administered Projects**

To support the Flint and Genesee district libraries project.

To provide technical assistance to the Flint Cultural Center, the Flint Community Schools and the Greater Flint Arts Council.

To support efforts to merge nonprofit organizations in Genesee County.

**Genesee Area Focus Council, Inc.**
*Flint, MI*
To support an organization whose primary focus is improving the economic competitiveness and quality of life in Genesee County.

**Greater Flint Arts Council**
*Flint, MI*
To improve the image of downtown Flint through increased participation in existing and newly developed festivals.

**Greater Flint Health Coalition**
*Flint, MI*
To support an organization created to improve the quality and cost effectiveness of healthcare for Genesee County residents.

**Mott Community College**
*Flint, MI*
$599,094
12 mos.
To support replication and dissemination of the school’s instructional model and innovative curriculum.

**Resource Center**
*Flint, MI*
$174,650
32 mos.
To provide local residents and agencies with access to current information about human services and volunteer opportunities available in the greater Flint area.

**Social Systems Research Institute**
*Flint, MI*
$110,013
15 mos.
To update a quality-of-life study of Flint and Genesee County.

**United Way of Genesee County**
*Flint, MI*
$200,000
21 mos.
To support a before and afterschool program for elementary and middle school students that encourages positive youth development.

**University of Michigan-Flint**
*Flint, MI*
$283,600
96 mos.
To support a citywide assessment of housing conditions in Flint.

**Wayne State University**
*Detroit, MI*
$125,000
24 mos.
To provide timely reference information to Michigan policymakers, academics and researchers.

**Young Men's Christian Association of Flint**
*Flint, MI*
$150,000
12 mos.
Grant increase to support efforts to increase effectiveness in working with children and young people.

**Responding to Critical Community Needs**

**American National Red Cross - Genesee-Lapeer Chapter**
*Flint, MI*
$300,000
12 mos.
To rebuild local capacity diminished by contributions to national efforts.

**City of Flint**
*Flint, MI*
$500,000
12 mos.
To support efforts to improve the city's fiscal and management structure.

**Community Foundation of Greater Flint**
*Flint, MI*
$2,000,000
60 mos.
To support an organization dedicated to improving the quality of life in the Flint community.

Endowment to ensure the preservation and enhancement of Crossroads Village.

Endowment to rebuild local capacity diminished by contributions to national efforts.
Flint Children's Museum  
*Flint, MI*  
$39,000  
8 mos.  
To support repairs to a local hands-on children's museum.

Flint Community Schools  
*Flint, MI*  
$173,250  
12 mos.  
To support an assessment of Flint Community School district properties.

Flint Cultural Center Corporation, Inc.  
*Flint, MI*  
$545,000  
12 mos.  
To support a complex of performing and visual arts, educational, recreational and cultural facilities.

Flint District Library  
*Flint, MI*  
$43,500  
6 mos.  
To promote expanded discussions on racial issues among area middle and high school students.

Foundation-Administered Projects  
To support efforts to address racism in Genesee County.  
$8,452  
To implement a downtown revitalization project.  
$51,563

Foundation for Mott Community College  
*Flint, MI*  
$105,900  
2 mos.  
To enable the steel drum concert band to perform at an international festival and convention for percussion musicians.

Genesee Area Focus Council, Inc.  
*Flint, MI*  
$100,000  
6 mos.  
To provide short-term technical assistance to the city of Flint Finance Department.

Genesee County  
*Flint, MI*  
To develop a sustainable, intergovernmental land reutilization plan for Flint and Genesee County.  
$270,000  
12 mos.  
To support efforts to strengthen the Genesee County public safety network.  
$100,000  
12 mos.

Genesee County Parks & Recreation Commission  
*Flint, MI*  
$62,500  
24 mos.  
To establish a planned giving program for the Crossroads Village Endowment.

Greater Flint Arts Council  
*Flint, MI*  
$150,000  
36 mos.  
To support an independent agency that provides services to local artists and increased artistic and cultural enrichment for the area.

Greater Flint Health Coalition  
*Flint, MI*  
$170,000  
12 mos.  
To support the development of a low-cost health coverage plan for uninsured Genesee County residents.

Hurley Foundation  
*Flint, MI*  
$371,388  
16 mos.  
To support renovation efforts that will improve parental involvement and education of families with fragile babies.

Kids In Distressed Situations, Inc.  
*New York, NY*  
$174,000  
36 mos.  
To establish a donation program for children in need in the greater Flint area.

Legal Services of Eastern Michigan  
*Flint, MI*  
$267,138  
Grant increase to enable a nonprofit law firm to improve delivery of increased services.

Mott Community College  
*Flint, MI*  
$1,731,370  
To develop a competitive technology curriculum at the new Regional Technology Center.  
24 mos.  
To support efforts to close the skills gap between industry and worker needs in the region surrounding Flint.  
$656,269  
24 mos.

Nature Conservancy  
*Arlington, VA*  
$147,500  
Grant increase to support maintenance and management of properties in the Flint Cultural Center area.

Salvation Army  
*Flint, MI*  
$100,000  
12 mos.  
To rebuild local capacity diminished by contributions to national efforts.

Shelter of Flint, Inc.  
*Flint, MI*  
$280,000  
17 mos.  
To provide stable, affordable and quality housing for low-income families in the Flint area.

United Way of Genesee County  
*$Flint, MI*  
$300,000  
Grant increase to support an organization that provides a variety of human services to local residents.

University of Michigan-Flint  
*Flint, MI*  
$1,919,000  
To support land acquisition that will contribute to the university's campus expansion plan.  
28 mos.  
To support an inter-disciplinary academic resource for the School of Health Professions and Studies.  
$1,209,831  
24 mos.  
To support an interdisciplinary academic component of the School of Education and Human Services.  
$904,938  
21 mos.  
To support efforts to guide the development of the university.  
$84,400  
11 mos.

Uptown Reinvestment Corporation  
*Flint, MI*  
$400,000  
To develop a revitalization plan for downtown Flint.  
12 mos.  
To support a downtown redevelopment strategy.  
$60,000  
10 mos.

**PROGRAM AREA TOTAL: Responding to Critical Community Needs**  
$13,899,999

**PROGRAM TOTAL: Flint Area**  
$17,700,421
### MISSION
To identify, test and help sustain pathways out of poverty for low-income people and communities.

<table>
<thead>
<tr>
<th>GOAL</th>
<th>OBJECTIVES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>IMPROVING COMMUNITY EDUCATION</strong></td>
<td>Ensure that community education serves as a pathway out of poverty for children in low-income communities by building a continuum of quality learning opportunities that stretch from the preschool years through preparation for higher education and the work force.</td>
</tr>
<tr>
<td><strong>EXPANDING ECONOMIC OPPORTUNITY</strong></td>
<td>Expand opportunity for those in, or at risk of, persistent poverty by promoting policies and programs that increase income security, help people connect to the labor market and enable them to advance into better-quality, higher-paying jobs.</td>
</tr>
<tr>
<td><strong>BUILDING ORGANIZED COMMUNITIES</strong></td>
<td>Enhance the variety, geographic spread, power and effectiveness of the community-organizing field in order to strengthen and sustain the involvement of low-income communities in democratic processes of social engagement.</td>
</tr>
<tr>
<td><strong>SPECIAL INITIATIVES</strong></td>
<td>Sustain promising practices and promote innovative and multidisciplinary approaches to reduce persistent poverty.</td>
</tr>
<tr>
<td><strong>School Readiness</strong></td>
<td>Promoting the creation of community-driven policies and other system supports that contribute to quality preschooling and an effective transition to public schools for young children and families in low-income communities.</td>
</tr>
<tr>
<td><strong>Success in School</strong></td>
<td>Nurturing the development of community-driven school reform strategies that result in sustainable increases in academic achievement for students, especially those traditionally underserved by the public school system.*</td>
</tr>
<tr>
<td><strong>Learning Beyond the Classroom</strong></td>
<td>Enabling the 21st Century Community Learning Centers (21st CCLCs) and other major initiatives to promote sustainable, community-driven expanded learning opportunities that support both academic achievement and positive youth development, especially for traditionally underserved children and youth.</td>
</tr>
<tr>
<td><strong>Income Security</strong></td>
<td>Increasing the economic self-reliance of low-income Americans by advancing policies and programs designed to increase income and assets, promoting more equitable fiscal policies affecting low-income families, and building public will for a work-based safety net to assist low-income working families.</td>
</tr>
<tr>
<td><strong>Workforce Development</strong></td>
<td>Increasing living-wage employment among low-income people, especially parents, by supporting efforts that help them gain marketable skills, retain employment and advance to better-paying, high-quality jobs.</td>
</tr>
<tr>
<td><strong>Building Infrastructure</strong></td>
<td>Improving the quality of community organizing in low-income communities by increasing resources to institutions, organizations, technical assistance providers and networks that produce, nurture or expand community-based organizations or increase awareness of their effectiveness as an anti-poverty strategy nationally.</td>
</tr>
<tr>
<td><strong>Issue Organizing</strong></td>
<td>Strengthening the organizing infrastructure of state and regional issue collaborations that focus on improving education or increasing economic opportunity in low-income communities.</td>
</tr>
<tr>
<td><strong>Transitions</strong></td>
<td>Maintaining a critical presence in the fields of microenterprise and teen pregnancy prevention.</td>
</tr>
<tr>
<td><strong>Exploratory and Special Projects</strong></td>
<td>Identifying critical issues, seizing special opportunities, researching issues to determine future program directions and promoting cross-cutting projects.</td>
</tr>
</tbody>
</table>

* This objective was changed in 2002 to “Increasing the quality of educational opportunities for low-income children and youth within the school system and across the systems that serve vulnerable youth.”
Like storm clouds gathering above the country’s farmlands, poverty looms over many rural communities across the United States. Several farming- and ranching-based counties in Nebraska, Texas and the Dakotas are consistently among the poorest in the nation, despite the fact that many of the families living there routinely work their land from well before dawn until hours after the sun has set.

Helping such people bring their entrepreneurial spirit from the fields and into the halls of government is the purpose of a three-year, $300,000 grant to the Center for Rural Affairs in Walthill, Nebraska, for the Family Farm Sustainable Agriculture Project. The initiative is mobilizing citizens of the Great Plains states to work with legislators in shaping economic development policies that support living wage self-employment, and involving them in the design and implementation of a business enterprise development model to help strengthen the economic base of rural communities.

Illustrated by that grant and woven throughout the Pathways Out of Poverty program is the Mott Foundation’s belief that the power for social...
change lies within the hearts and minds of ordinary citizens. The 225 grants made by the program in 2001, totaling $55.2 million, also reflect the foundation’s long-standing confidence that education, economic opportunity and community organizing are the most promising tools for helping children and adults achieve economic self-sufficiency.

Support for such strategies included grants for community-driven school reform efforts, initiatives to help workers attain living wages, and efforts to inform policymakers on issues related to poverty and welfare reform.

**Improving Community Education**

Strengthening community-based educational programs — a Mott grantmaking priority for more than six decades — is the goal behind a three-year, $150,000 grant to Oakland Community Organizations in Oakland, California, for a Small Schools Campaign. This initiative is organizing

parents, particularly those living in low-income communities, to engage the local educational system in the development of small, autonomous schools designed to reduce class sizes, improve relationships among teachers and parents, and boost student performance.

Helping youth realize their full potential through education, employment and personal development is the purpose of a three-year, $600,000 grant to the National Youth Employment Coalition, Inc., in Washington, D.C., for the Educational Strategies for Out-of-School Youth project. The initiative seeks to build the resource, leadership and networking capacities of education-based youth service organizations, reinforcing their efforts to help at-risk young people work toward a future free from poverty.

Supporting Mott’s pledge to make quality afterschool programs available to all children and

<table>
<thead>
<tr>
<th>Grant Activity</th>
<th>Grant Allocation</th>
<th>Grant Dollars (in Millions)</th>
<th>Number of Grants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improving Community Education</td>
<td>School Readiness</td>
<td>$1.940</td>
<td>9</td>
</tr>
<tr>
<td></td>
<td>Success in School</td>
<td>7.595</td>
<td>42</td>
</tr>
<tr>
<td></td>
<td>Learning Beyond the Classroom</td>
<td>13.623</td>
<td>33</td>
</tr>
<tr>
<td></td>
<td>Special Projects</td>
<td>1.082</td>
<td>4</td>
</tr>
<tr>
<td>Expanding Economic Opportunity</td>
<td>Income Security</td>
<td>5.236</td>
<td>26</td>
</tr>
<tr>
<td></td>
<td>Workforce Development</td>
<td>13.556</td>
<td>44</td>
</tr>
<tr>
<td>Building Organized Communities</td>
<td>Building Infrastructure</td>
<td>4.887</td>
<td>22</td>
</tr>
<tr>
<td></td>
<td>Issue Organizing</td>
<td>3.409</td>
<td>18</td>
</tr>
<tr>
<td>Special Initiatives</td>
<td>Transitions</td>
<td>3.439</td>
<td>24</td>
</tr>
<tr>
<td></td>
<td>Exploratory &amp; Special Projects</td>
<td>.385</td>
<td>3</td>
</tr>
<tr>
<td><strong>TOTALS:</strong></td>
<td></td>
<td>$55.152</td>
<td>225</td>
</tr>
</tbody>
</table>
youth, particularly those in underserved populations, was a four-month, $580,500 general purposes grant to the Afterschool Alliance in Washington, D.C. The grant, part of a projected three years of general purposes assistance from Mott totaling $3.6 million, supports the alliance’s efforts to raise public awareness and support for afterschool programs and to develop the capacity of grassroots afterschool initiatives.

In addition, the alliance works with the National Center for Community Education to provide staff training for 21st Century Community Learning Centers. This joint venture by Mott and the U.S. Department of Education is designed to help public schools enrich community life by providing quality afterschool programming for children and youth, and by supporting life-long learning opportunities for family and community members. The alliance, originally launched as a partnership of public, private and nonprofit organizations, formally established itself as an independent nonprofit in 2001.

Expanding Economic Opportunity

Grants for community-based demonstration projects continue to bring to light the “real world” impact of workforce development interventions, while also building the capacity of local institutions

Parents and children make their case for small, independent schools as part of the Oakland Community Organizations’ Small Schools Campaign.
to provide services and engage citizens in community change.

Among such support was a nine-month, $557,051 grant to Public/Private Ventures in Philadelphia for a Sectoral Employment Initiative Evaluation. This project monitors the progress of 10 Mott-funded sectoral employment initiatives in improving the quality of jobs frequently held by low-income people and in increasing their access to work opportunities in occupations and industries not traditionally open to the poor.

The project also provides technical assistance to the sites hosting those programs, helping them identify and implement necessary programmatic changes. Recent findings of the evaluation continue to show the important difference such programs can make in the lives of low-income workers and their families, including a nearly 85 percent job placement rate among participants.

Also supporting efforts to connect low-income workers with sustainable, living-wage employment was a four-year, $1 million grant to East Harlem Employment Service, Inc./STRIVE in New York City for the National Employment Initiative. The initiative focuses on expanding job placement and advancement services for persons in need and providing input on national workforce development policy and practice.

STRIVE (Support Training Results In Valuable Employment) helps the hard-to-employ develop job skills in a variety of fields, including telecommunications, financial services, and environment-technologies. Participants also receive ongoing supportive services designed to help them address barriers to employment and develop into responsible employees, parents and adults.

Mott support will also help evaluate the progress of individual STRIVE programs, as well as build the organization's capacity to launch selected national workforce development strategies.

WIRE-Net, one of 10 Mott-funded sectoral employment initiatives, improves the quality of jobs and employment opportunities.
Building Organized Communities

Helping individuals and communities transform common concerns into organized social action is the focus of a two-year, $300,000 grant to the Public Policy and Education Fund of New York for the Alliance for Quality Education Statewide Education Financing Reform Project. This coalition of community organizations and other education stakeholders is working to achieve school finance reform and education improvements in New York state, especially for children from economically disadvantaged communities.

Bringing people and programs together to affect issues of poverty also included a three-year, $450,000 general purposes grant to the Pacific Institute for Community Organization in Oakland, California. The institute works with communities throughout 12 states to develop grassroots leadership, increase the voices of low-income residents, and attack the root causes of poverty.

Mott’s belief in the power of grassroots initiatives to transform the social landscape was also reflected in grants to a network of Intermediary Support Organizations (ISOs), which provide seed money and technical assistance to community-based organizations serving low-income neighborhoods. Those organizations, in turn, work with residents to identify common values, concerns and goals, helping engage those most affected by poverty in the design of possible solutions.

Support of this ISO network in 2001 included one-year grants of $300,000 each to the Center for Community Change in Washington, D.C.; the Community Training and Assistance Center in Boston; the National Training and Information Center in Chicago; Seventh Generation Fund for Indian Development in Arcata, California; and Southern Echo in Jackson, Mississippi. The National Council of La Raza in Washington, D.C., received a one-year grant of $240,000.

Special Initiatives

Helping youth avoid pregnancy and explore life options is the purpose of a four-year, $3.5 million grant to the Children’s Aid Society (CAS) of New York City for the replication of the CAS-Carrera model teen pregnancy prevention program. The model’s holistic approach has proven to reduce pregnancy rates among high-risk adolescent females, particularly those living in low-income communities.

CAS will establish five regional training centers nationwide by 2005, each managing approximately seven Carrera-based teen pregnancy prevention programs. The first training center, located in Hollywood, Florida, opened in October 2001 to test the possibility of expanding the program’s reach while preserving its effectiveness. Other center locations will be identified as the initiative progresses, with additional centers planned beyond the project’s five-year span.

The grant is one of the final planned by Mott in teen pregnancy prevention, which has received almost $24 million in Foundation funding since 1970. Mott will continue to monitor activities as it helps develop the infrastructure necessary to sustain the field into the future, but does not anticipate accepting unsolicited proposals.
Larry Harris lives “a million miles away from his former life” following his graduation from Project QUEST.
Larry Harris’ confident, almost cocky, demeanor comes from a man feeling on top of the world after finally finding his niche.

His can-do attitude and frequent smile also stem from his gratitude for a good-paying job, a safe home of his own — and some long-overdue dental work.

Larry is 31, single and living in San Antonio, Texas — just as he was a year ago. But he quickly tells folks he lives a million miles away from his former life.

“I’ve been transformed. I’m not sleeping in my car with the doors locked at night. I’m not hungry. I’m not bouncing from one little bitty job to the next. I’ve got good bosses and I’m happy. I’m even smiling more because I’ve got dentures and glasses.”

Without hesitation, Larry credits his new lifestyle to two things: “Through the grace of God and Project QUEST, I made it.”

Project QUEST (Quality Employment Through Skills Training), Inc., a long-term job training/education program, provided Larry with a chance to say goodbye to dead-end jobs. Today he and about a dozen other program graduates earn more than $11 an hour with full benefits as employees of Standard Aero, an aircraft engine maintenance and repair facility in San Antonio. Larry’s bosses say he is a dedicated worker who is hungry to learn new technical skills so he can climb the company’s career ladder.

The Mott Foundation has awarded two multiyear grants totaling $600,000 to QUEST since 1998 as part of Mott’s workforce development strategy known as sectoral employment development. Sectoral employment strategies share four key attributes:

• they target an occupation or cluster of occupations within a sub-sector of the economy;

Project QUEST teaches hands-on, technical skills to its students.
• they seek to become a recognized or influential actor in that sub-sector;
• they intervene to benefit low-income workers by connecting them to better jobs or by making changes in low-paying sub-sectors to increase livable wage opportunities; and
• they involve employers and industry leaders in their design.

Mott’s grants have been used to provide support services for participants, and also leverage additional funding, some of which was used to upgrade QUEST’s career training program in the allied health field in order to increase enrollment.

One current participant in the health program is Ruth Cowen, who shares Larry’s appreciation for QUEST. For the 34-year-old single mother, the nonprofit organization is the vehicle that is enabling her to complete college and swap a future filled with uncertainty for one brimming with possibilities.

“Without Project QUEST, I wouldn’t be able to fulfill my dream of becoming a nurse. I’m up at 6 a.m. so I can get my daughter to day care, then I’ve got a full day of classes. On the days I don’t have clinicals, I study for four hours before picking her up. It’s a very grueling program, but I would never give it up because I want a future for me and my daughter. I want to be financially independent.”

When Ruth earns her associate’s degree, and passes the state licensing test, she likely will have her choice of jobs as a registered nurse.

Ruth Cowen fulfilled her dream of being a nurse, opening the door to a better life for her and her daughter, Katryna, through Project QUEST.
Carlos V. Torres, director of human resources at Christus Santa Rosa Hospital in San Antonio, said QUEST has earned a stellar reputation for developing qualified, sought-after nurses.

“We target their graduating nurses because we know they’ll do well,” Torres said. “The 30 or 40 Project QUEST nurses we’ve hired have strong skills, a sense of commitment and real courage. They know they’ve been helped, so they seem to give more back. You see something in them. They’re special.”

Ruth, who is scheduled to graduate in December 2002, and Larry, who graduated in July 2001, are examples of the almost 1,500 individuals whose lives have been transformed by QUEST since it was established in 1992.

At that time, neighborhood and community leaders in San Antonio were attempting to respond to several local factory closings — including the shuttering of Levi Strauss Inc., which had displaced 1,000 employees in 1990. Research revealed the community had lost 14,000 manufacturing jobs during a 10-year period, but during the same period, 19,000 new jobs were created. Many well-paying jobs went begging, however, because the local workforce didn’t have the skills to fill them.

Two community organizations with a solid history of representing the broad-based needs of people with low incomes — Communities Organized for Public Service (COPS) and Metro Alliance1 — developed QUEST as a way to bridge two gaps: one between people’s low-level skills and the many higher-skilled jobs available, and the other between dead-end jobs and those with career ladders for advancement.

Pat Ozuna, a longtime COPS leader, said the communitywide response to the employment crisis in the late ’80s and early ’90s reminded her of a familiar Hispanic saying: “No hay mal que por bien no venga.” (“There’s nothing bad that happens that doesn’t have something good that happens.”)

After careful study of the county’s job-training system, community leaders decided to develop a new program that provided training for livable-wage jobs, Ozuna said.

QUEST is increasingly showcased as a national model of what a career-orientated workforce devel-

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1 COPS and Metro Alliance are affiliate organizations of the Industrial Areas Foundation (IAF), which is a national network of about 40 community and church-based organizations. COPS, founded in 1974 by Ernesto Cortes Jr., is one of the oldest, largest and most-respected IAF chapters in the country.
development program should look like. To date, it has been replicated in four Southwestern cities.

While employers are assured that their new hires will understand the importance of a solid work ethic and be trained with specific skills in one of several targeted business sectors, participants are confident their training accurately dovetails with job market needs and qualifies them to earn livable wages. QUEST targets jobs that pay participants at least $10 an hour.

That’s what Ruth is banking on. For many years, she worked full-time as an office assistant for a physician, earning $6 an hour. Ruth was lumped in with the 23 percent of San Antonio’s residents who are considered the working poor. But while working that near minimum-wage job, she acquired something money couldn’t buy — the passion to become a nurse.

By day, Ruth answered phones, took messages and escorted patients. By night, she attended San Antonio College part-time for almost four years to acquire the 30 credit hours of prerequisites to enter a nursing program.

Not long after Ruth was accepted into the nursing program, she worried how she would pay for it. Then she learned about QUEST from a college secretary. Now Ruth is close to completing the additional 40 credit hours required to graduate from the nursing program, which means she’s not far from earning a minimum of $15 per hour as a registered nurse.

For Ruth, the past decade has been filled with more downs than ups. She looks forward to the day when she no longer has to pay for groceries with food stamps. Through it all, Ruth has kept her eyes keenly focused on her goal: self-sufficiency for herself and daughter Katryna.

“I’m going to be financially able to make it without any assistance. I’ve been told in the past I couldn’t do it, but I did it,” she said, her eyes welling with tears. “I’ll be the first in my family to go to college and graduate. It’s like breaking a cycle for me.”

While Ruth’s dogged determination is noteworthy, it is not unique. She mirrors the typical QUEST student profile: About 75 percent of participants are female and many are also single mothers; 70 percent are Hispanic; and 80 percent are between the ages of 20 and 40 with an average age of 29. Increasingly, QUEST is attracting married participants and more single males like Larry.

The program provides opportunities for both job retention and wage growth. An evaluation study conducted by the Aspen Institute of Washington, D.C., and funded by the Mott Foundation found that upon entering QUEST, participants’ average annual earnings were $3,467. Two years after graduating from the program, their average annual earnings had risen to $24,907.2

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2 Information is taken from Aspen’s evaluation of six programs, including QUEST, participating in the Sectoral Employment Development Learning Project.
QUEST students are in the program for an average of 17 months. During that time, QUEST covers the cost of tuition and fees; child care; books and supplies; transportation; utilities; clothing and grooming; and other expenses. For their part, students must make coursework a top priority and be responsible for providing QUEST counselors with regular feedback on their attendance and overall classroom progress. Participants also agree to attend weekly group meetings and, upon graduation, work in their chosen field in San Antonio for a minimum of one year.

It’s a way for students to give something back to the community that provided more than 90 percent of the program’s $4.1 million annual budget for 2001-2002. From the start, the bulk of the city’s share has come from its general fund. In previous years, state, federal, foundation and private dollars had provided a more substantial portion of QUEST’s annual budget, and QUEST is working to further diversify its income sources in the future.

Why does the city commit so much money to the program?

“They have about 1,500 graduates, a lot of satisfied business leaders, and an influential board,” said Dennis Campa, director of San Antonio’s Department of Community Initiatives. He noted that QUEST graduates, such as Larry and Ruth, quickly become taxpayers, home owners and productive citizens.

“Project QUEST impacts multiple generations — not just the participants themselves. When kids see their parents studying, it inspires them. The program also impacts entire communities. Project QUEST, because of its long-term training and wraparound help for participants, has made better jobs possible for the working poor of San Antonio.”

Many Project QUEST graduates work for Standard Aero, an aircraft engine maintenance and repair facility in San Antonio.
IMPROVING COMMUNITY EDUCATION

SCHOOL READINESS

AVANCE, Inc. $300,000
San Antonio, TX 24 mos.
To support an organization that provides parent and early childhood education.

Michigan Association for the Education of Young Children $15,400
East Lansing, MI 14 mos.
To support a partnership established to explore the development of a high-quality universal early care and education system for Michigan children.

Michigan’s Children $330,000
Lansing, MI 36 mos.
To provide support to a statewide, multi-issue, independent advocacy group that acts as a voice for Michigan children.

New York University $200,000
New York, NY 24 mos.
To examine support services available to young children and their families.

Stand for Children Leadership Center $225,000
Washington, DC 36 mos.
To improve the availability and quality of early child care and education, especially for low-wage working families.

Teachers College, Columbia University $200,000
New York, NY 24 mos.
To develop a financing system for early childhood education.

University of Washington $300,000
Seattle, WA 24 mos.
To develop a financing system for early childhood education.

Voices for Illinois Children $220,000
Chicago, IL 24 mos.
To promote awareness of the importance of supporting early childhood development through broad public education efforts.

Wheelock College $150,000
Boston, MA 12 mos.
To support an organization created to improve the quality of early child care and education.

SUBTOTAL: School Readiness $1,940,400

SUCCESS IN SCHOOL

Academy for Educational Development, Inc. $500,000
Washington, DC 36 mos.
To examine the concept of community-based organizations assuming the responsibility of educating at-risk and out-of-school youth.

Alliance Organizing Project for Education Reform $66,500
Philadelphia, PA 12 mos.
To support an organization engaged in community-driven school reform in Philadelphia.

American Institute for Social Justice $150,000
Washington, DC 18 mos.
To support community-driven education reform activities in low-income Chicago neighborhoods.

American YouthWorks $100,000
Austin, TX 36 mos.
To provide technical assistance to local, state, regional and national organizations serving at-risk youth.

Center for Community Change $200,000
Washington, DC 24 mos.
To enable leaders in community-driven school reform efforts to network with one another.

Congress of National Black Churches, Inc. $10,000
Washington, DC 6 mos.
To mobilize church leadership as well as provide input to the public debate about options for educational policy.

Council of Chief State School Officers $124,390
Washington, DC 18 mos.
To determine the extent to which states are supporting public alternative and community-based organization high schools.

Cross City Campaign for Urban School Reform $200,000
Chicago, IL 24 mos.
To identify promising practices in education organizing.

Efficacy Institute $100,000
Waltham, MA 12 mos.
To demonstrate that committed communities can move children to educational proficiency.

Friends of Island Academy $100,000
New York, NY 48 mos.
To support an organization dedicated to breaking the cycle of self-destructive behaviors among adolescent ex-offenders.

Grant increase to support the development of youth leadership programming for juveniles attending an educational program at Rikers Island Correctional Facility.

Fund for the City of New York $325,000
New York, NY 36 mos.
To increase the effectiveness of urban high schools in improving education for young people, especially those who have dropped out or been expelled.

Institute for Responsive Education $400,000
Boston, MA 36 mos.
To support a citywide initiative established to organize parents and communities as advocates for the improvement of Boston Public Schools.
<table>
<thead>
<tr>
<th>Organization</th>
<th>Location</th>
<th>Amount</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jefferson County Public Schools</td>
<td>Louisville, KY</td>
<td>$200,000</td>
<td>36 mos.</td>
</tr>
<tr>
<td>Jobs for the Future, Inc.</td>
<td>Boston, MA</td>
<td>$200,000</td>
<td>24 mos.</td>
</tr>
<tr>
<td>Los Angeles Conservation Corps</td>
<td>Los Angeles, CA</td>
<td>$137,000</td>
<td>12 mos.</td>
</tr>
<tr>
<td>Los Angeles Metropolitan Churches</td>
<td>Los Angeles, CA</td>
<td>$225,000</td>
<td>36 mos.</td>
</tr>
<tr>
<td>Michigan Organizing Project</td>
<td>Muskegon Heights, MI</td>
<td>$150,000</td>
<td>36 mos.</td>
</tr>
<tr>
<td>National League of Cities Institute, Inc.</td>
<td>Washington, DC</td>
<td>$122,000</td>
<td>16 mos.</td>
</tr>
<tr>
<td>National Youth Employment Coalition, Inc.</td>
<td>Washington, DC</td>
<td>$600,000</td>
<td>36 mos.</td>
</tr>
<tr>
<td>New York Agency for Community Affairs</td>
<td>Brooklyn, NY</td>
<td>$200,000</td>
<td>24 mos.</td>
</tr>
<tr>
<td>Northwest Bronx Community and Clergy Coalition</td>
<td>Bronx, NY</td>
<td>$150,000</td>
<td>36 mos.</td>
</tr>
<tr>
<td>Oakland Community Organizations</td>
<td>Oakland, CA</td>
<td>$150,000</td>
<td>36 mos.</td>
</tr>
<tr>
<td>Padres Unidos</td>
<td>Denver, CO</td>
<td>$50,000</td>
<td>12 mos.</td>
</tr>
<tr>
<td>People Acting for Community Together</td>
<td>Miami, FL</td>
<td>$400,000</td>
<td>36 mos.</td>
</tr>
<tr>
<td>Public Education Network</td>
<td>Washington, DC</td>
<td>$100,000</td>
<td>12 mos.</td>
</tr>
<tr>
<td>Sacramento Area Congregations Together</td>
<td>Sacramento, CA</td>
<td>$150,000</td>
<td>12 mos.</td>
</tr>
<tr>
<td>Santa Fe Mountain Center</td>
<td>Santa Fe, NM</td>
<td>$200,000</td>
<td>24 mos.</td>
</tr>
<tr>
<td>Southern Regional Education Board</td>
<td>Atlanta, GA</td>
<td>$650,000</td>
<td>36 mos.</td>
</tr>
<tr>
<td>Temple University</td>
<td>Philadelphia, PA</td>
<td>$50,000</td>
<td>12 mos.</td>
</tr>
<tr>
<td>Tides Center</td>
<td>San Francisco, CA</td>
<td>$200,000</td>
<td>24 mos.</td>
</tr>
<tr>
<td>University of Minnesota - Twin Cities</td>
<td>Minneapolis, MN</td>
<td>$60,375</td>
<td>12 mos.</td>
</tr>
<tr>
<td>Visionaries</td>
<td>Braintree, MA</td>
<td>$12,500</td>
<td>12 mos.</td>
</tr>
<tr>
<td>Warren/Conner Development Coalition</td>
<td>Detroit, MI</td>
<td>$100,000</td>
<td>24 mos.</td>
</tr>
</tbody>
</table>
### Youth Empowerment Center  
**Oakland, CA**  
24 mos.  
To improve the quality of secondary education for low-income youth in one California school district.  

### Youth Law Center  
**San Francisco, CA**  
24 mos.  
To support a national network of community-based organizations serving at-risk youth, primarily youth of color, in the juvenile justice system.  

### YouthBuild USA, Inc.  
**Somerville, MA**  
24 mos.  
To advance the educational programs available for at-risk youth and people re-entering career paths through alternative education programs.  

**Subtotal: Success in School**  
$7,595,325

### LEARNING BEYOND THE CLASSROOM

<table>
<thead>
<tr>
<th>Organization</th>
<th>Amount</th>
<th>Location</th>
<th>Duration</th>
<th>Description</th>
</tr>
</thead>
</table>
| **Academy for Educational Development, Inc.**  
Washington, DC | $350,000 | $12,000 | Grant increase to encourage public involvement in the development of afterschool programs. |
| **Advertising Council, Inc.**  
New York, NY | $500,000 | | Grant increase to encourage public involvement in the development of afterschool programs. |
| **After-School Corporation**  
New York, NY | $50,000 | | Grant increase to support improved afterschool programs nationwide. |
| **Afterschool Alliance**  
Washington, DC | $580,500 | 4 mos. | To support a coalition of organizations dedicated to raising awareness and public support for afterschool programs. |
| **American Association of School Administrators**  
Arlington, VA | $394,381 | 36 mos. | To support a study to determine how and why some school system leaders are able to implement successful afterschool programs, particularly in low-income communities. |
| **Center for Collaborative Solutions**  
Sacramento, CA | $300,000 | 12 mos. | To develop state capacity to support 21st Century Community Learning Centers and other afterschool programs. |
| **Civic Ventures**  
San Francisco, CA | $364,399 | 16 mos. | To raise awareness of the potential role older adults can play in improving afterschool programs. |
| **Coalition of Community Foundations for Youth**  
Basehor, KS | $620,000 | 24 mos. | To identify funding opportunities and implement programs and policies that impact youth during out-of-school time. |

### Collaborative Communications Group  
Washington, DC  
6 mos.  
To examine ways to connect afterschool learning with the school-day curriculum.  

### Council of Chief State School Officers  
Washington, DC  
21 mos.  
To support efforts to raise student achievement and implement school reform.  

| **Diversified Business Consulting Group**  
Washington, DC | $149,098 | 5 mos. | To provide workshops on strategies for implementing successful programs to 21st Century Community Learning Centers. |

### Finance Project  
Washington, DC  
Grant increase to expand technical assistance capacity for financing and sustaining afterschool and community school initiatives.  

### Foundation-Administered Projects  
To develop a national awareness strategy for the support of afterschool programming.  

| **Grantmakers for Education**  
Portland, OR | $21,000 | 36 mos. | To support a national association of grantmakers created to advance the field of educational philanthropy. |

### Harlandale Independent School District  
San Antonio, TX  
8 mos.  
To support two afterschool programs in San Antonio.  

| **Harvard University**  
Cambridge, MA | $149,735 | 9 mos. | To provide an opportunity for practitioners, policymakers and evaluators to share information related to expanding the quality and quantity of afterschool programs. |

### Stewardship and Program  
To share lessons learned among professionals involved in full service schools.  

| **Collaborative Communications Group**  
Washington, DC | $45,000 | 6 mos. | To examine ways to connect afterschool learning with the school-day curriculum. |

| **Council of Chief State School Officers**  
Washington, DC | $300,000 | 21 mos. | To support efforts to raise student achievement and implement school reform. |

| **Diversified Business Consulting Group**  
Washington, DC | $299,386 | 12 mos. | To provide workshops on strategies for implementing successful programs to 21st Century Community Learning Centers. |

| **Finance Project**  
Washington, DC | $350,000 | | Grant increase to expand technical assistance capacity for financing and sustaining afterschool and community school initiatives. |

| **Foundation-Administered Projects**  
To develop a national awareness strategy for the support of afterschool programming.  

| **Grantmakers for Education**  
Portland, OR | $1,007,159 | 36 mos. | To support a national association of grantmakers created to advance the field of educational philanthropy. |

| **Harlandale Independent School District**  
San Antonio, TX | $10,000 | 8 mos. | To support two afterschool programs in San Antonio. |

| **Harvard University**  
Cambridge, MA | $149,735 | 9 mos. | To provide an opportunity for practitioners, policymakers and evaluators to share information related to expanding the quality and quantity of afterschool programs. |

| **Stewardship and Program**  
To share lessons learned among professionals involved in full service schools.  

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Charles Stewart Mott Foundation  
2001 Annual Report
<table>
<thead>
<tr>
<th>Grantee</th>
<th>Amount</th>
<th>Location</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>International Youth Foundation</strong></td>
<td>$65,770</td>
<td>Baltimore, MD</td>
<td>Grant increase to create a policy development framework to assess current afterschool programming resources.</td>
</tr>
<tr>
<td><strong>National Center for Community Education</strong></td>
<td>$2,568,484</td>
<td>Flint, MI</td>
<td>To support training and technical assistance to grantees in the 21st Century Community Learning Centers initiative.</td>
</tr>
<tr>
<td><strong>National Governors Association Center for Best Practices</strong></td>
<td>$298,888</td>
<td>Washington, DC</td>
<td>Grant increase to share and create effective practices that expand and enhance extra learning opportunities for all children.</td>
</tr>
<tr>
<td><strong>National League of Cities Institute, Inc.</strong></td>
<td>$72,000</td>
<td>Washington, DC</td>
<td>Grant increase to enhance the involvement of local officials in the development of strong afterschool programs in their communities.</td>
</tr>
<tr>
<td><strong>National School Boards Association</strong></td>
<td>$499,464</td>
<td>Alexandria, VA</td>
<td>To support efforts to build and sustain effective community-school partnerships to implement afterschool programs.</td>
</tr>
<tr>
<td><strong>North Central Regional Educational Laboratory</strong></td>
<td>$300,000</td>
<td>Naperville, IL</td>
<td>To collect and disseminate examples of promising practices in use by current 21st Century Community Learning Centers grantees.</td>
</tr>
<tr>
<td><strong>Northside Independent School District</strong></td>
<td>$5,000</td>
<td>San Antonio, TX</td>
<td>To support expansion of the 21st Century Community Learning Center program.</td>
</tr>
<tr>
<td><strong>Partnership for After School Education</strong></td>
<td>$25,000</td>
<td>New York, NY</td>
<td>Grant increase to evaluate training needs for afterschool program practitioners.</td>
</tr>
<tr>
<td><strong>Save the Children</strong></td>
<td>$399,600</td>
<td>Westport, CT</td>
<td>To establish standards to help rural afterschool programs assess their impacts related to specific youth outcomes and continuous improvement.</td>
</tr>
<tr>
<td><strong>University of South Carolina Educational Foundation</strong></td>
<td>$993,125</td>
<td>Columbia, SC</td>
<td>To support the creation of a network that will serve and complement existing groups working within community education and afterschool programs.</td>
</tr>
<tr>
<td><strong>University of Wisconsin-Madison</strong></td>
<td>$600,000</td>
<td>Madison, WI</td>
<td>To develop a study of best practices in afterschool programming.</td>
</tr>
<tr>
<td><strong>Wellesley College</strong></td>
<td>$299,968</td>
<td>Wellesley, MA</td>
<td>To provide support to cities interested in improving and sustaining quality afterschool programs.</td>
</tr>
</tbody>
</table>

**Total: Learning Beyond the Classroom** $13,622,666

**SPECIAL PROJECTS**

<table>
<thead>
<tr>
<th>Grantee</th>
<th>Amount</th>
<th>Location</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>After-School Corporation</strong></td>
<td>$300,000</td>
<td>New York, NY</td>
<td>To support additional afterschool programming for students directly affected by the September 11 attack.</td>
</tr>
<tr>
<td><strong>National Center for Community Education</strong></td>
<td>$737,707</td>
<td>Flint, MI</td>
<td>To acquire and renovate additional office space for the center.</td>
</tr>
<tr>
<td><strong>Pegasus Schools, Inc.</strong></td>
<td>$25,000</td>
<td>Lockhart, TX</td>
<td>To support an alternative education program for high-risk boys.</td>
</tr>
<tr>
<td><strong>San Jose State University Foundation</strong></td>
<td>$18,900</td>
<td>San Jose, CA</td>
<td>To support an innovative community partnership that provides higher education outreach, support and encouragement to underrepresented students.</td>
</tr>
</tbody>
</table>

**Total: Special Projects** $1,081,607

**Program Area Total: Improving Community Education** $24,239,998

**EXPANDING ECONOMIC OPPORTUNITY**

**INCOME SECURITY**

<table>
<thead>
<tr>
<th>Grantee</th>
<th>Amount</th>
<th>Location</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Abt Associates, Inc.</strong></td>
<td>$150,000</td>
<td>Cambridge, MA</td>
<td>To analyze the merits of matched savings accounts as a widely applicable policy strategy.</td>
</tr>
<tr>
<td><strong>Arkansas Enterprise Group</strong></td>
<td>$50,000</td>
<td>Arkadelphia, AR</td>
<td>Grant increase to support strategies that enable low-income families to transition from welfare to work.</td>
</tr>
<tr>
<td>Organization</td>
<td>Amount</td>
<td>Location</td>
<td>Duration</td>
</tr>
<tr>
<td>--------------------------------------------------</td>
<td>---------</td>
<td>-------------------------------</td>
<td>----------</td>
</tr>
<tr>
<td>Brookings Institution</td>
<td>$200,000</td>
<td>Washington, DC</td>
<td>24 mos.</td>
</tr>
<tr>
<td>California Budget Project</td>
<td>$100,000</td>
<td>Sacramento, CA</td>
<td>19 mos.</td>
</tr>
<tr>
<td>Center for Law and Social Policy</td>
<td>$800,000</td>
<td>Washington, DC</td>
<td>24 mos.</td>
</tr>
<tr>
<td>Center for Public Policy Priorities</td>
<td>$50,000</td>
<td>Austin, TX</td>
<td></td>
</tr>
<tr>
<td>Center on Budget and Policy Priorities</td>
<td>$100,000</td>
<td>Washington, DC</td>
<td>24 mos.</td>
</tr>
<tr>
<td>Children Now</td>
<td>$50,000</td>
<td>Oakland, CA</td>
<td></td>
</tr>
<tr>
<td>Colorado Center on Law and Policy</td>
<td>$120,000</td>
<td>Denver, CO</td>
<td>24 mos.</td>
</tr>
<tr>
<td>Columbia University in the City of New York</td>
<td>$149,997</td>
<td>New York, NY</td>
<td>24 mos.</td>
</tr>
<tr>
<td>Corporation for Enterprise Development</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Washington, DC</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To promote state and federal asset-building policies for lower-income Americans.</td>
<td>$550,000</td>
<td>12 mos.</td>
<td></td>
</tr>
<tr>
<td>To establish Individual Development Accounts in low-income communities across the country.</td>
<td>$450,000</td>
<td>12 mos.</td>
<td></td>
</tr>
<tr>
<td>Economic Opportunity Institute</td>
<td>$90,500</td>
<td>Seattle, WA</td>
<td>12 mos.</td>
</tr>
<tr>
<td>Economic Policy Institute</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Washington, DC</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To raise national awareness of the issues facing low-wage workers.</td>
<td>$300,000</td>
<td>24 mos.</td>
<td></td>
</tr>
<tr>
<td>To coordinate efforts to examine how low-income working families are faring in the new economy and what policies should be recommended at the national and state levels.</td>
<td>$230,000</td>
<td>26 mos.</td>
<td></td>
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<tr>
<td>Finance Project</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Washington, DC</td>
<td>$300,000</td>
<td></td>
<td>24 mos.</td>
</tr>
<tr>
<td>To support a group of funders concerned with issues of poverty.</td>
<td>$80,000</td>
<td>24 mos.</td>
<td></td>
</tr>
<tr>
<td>Foundation-Administered Projects</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To support a conference for State Fiscal Analysis Initiative grantees and funders.</td>
<td>$37,619</td>
<td></td>
<td></td>
</tr>
<tr>
<td>To develop statewide marketing materials for Michigan Individual Development Account Partnership grantees’ recruitment efforts.</td>
<td>$14,350</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Institute for Women’s Policy Research</td>
<td>$200,000</td>
<td>Washington, DC</td>
<td>24 mos.</td>
</tr>
<tr>
<td>Manpower Demonstration Research</td>
<td>$100,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Corporation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New York, NY</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grant increase to support existing and planned efforts designed to promote employment stability and career progression among low-income families.</td>
<td>$184,049</td>
<td>Princeton, NJ</td>
<td>13 mos.</td>
</tr>
<tr>
<td>To examine transitional employment programs.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>National Conference of State Legislatures</td>
<td>$359,710</td>
<td>Denver, CO</td>
<td>36 mos.</td>
</tr>
<tr>
<td>National League of Cities Institute, Inc.</td>
<td>$250,000</td>
<td>Washington, DC</td>
<td>24 mos.</td>
</tr>
<tr>
<td>United Vision for Idaho</td>
<td>$120,000</td>
<td>Boise, ID</td>
<td>24 mos.</td>
</tr>
<tr>
<td>University of Wisconsin-Parkside</td>
<td>$50,000</td>
<td>Kenosha, WI</td>
<td></td>
</tr>
<tr>
<td>Washington University</td>
<td>$100,000</td>
<td>St. Louis, MO</td>
<td>24 mos.</td>
</tr>
<tr>
<td>Women’s Educational and Industrial Union</td>
<td>$50,000</td>
<td>Boston, MA</td>
<td></td>
</tr>
</tbody>
</table>

**SUBTOTAL: Income Security** $5,236,225
**WORKFORCE DEVELOPMENT**

**Acre Family Day Care Corporation**

Lowell, MA 24 mos.

To increase the capacity of community-based organizations to develop family child-care systems. $80,000

**American Association of Homes and Services for the Aging**

Washington, DC 12 mos.

To develop programs that improve the quality of long-term care services. $50,000

**Arkansas Enterprise Group**

Arkadelphia, AR 24 mos.

To identify programs that explore new ways of linking low-income people to better-paying jobs through sectoral approaches. $150,000

**Aspen Institute, Inc.**

Washington, DC 15 mos.

To evaluate the effectiveness of sectoral employment development projects. $344,009

**Center for Community Change**

Washington, DC 36 mos.

To combine a sectoral economic development approach with community organizing to create livable wage employment opportunities for low-income people. $596,000

To support national policy debates on moving low-income adults into skilled, long-term employment. $100,000

**Center for Employment Opportunities**

New York, NY 36 mos.

To promote efforts to reduce poverty among low-income, non-custodial fathers under age 30. $750,000

**Center for Fathers, Families and Workforce Development**

Baltimore, MD 12 mos.

To support an organization that provides services to fathers and families. $250,000

**Columbia University in the City of New York**

New York, NY 20 mos.

To increase public understanding of the causes of persistently declining labor force participation rates among low-skilled young men. $350,000

**Day Care Justice Co-op, Inc.**

Providence, RI 24 mos.

To identify programs that explore new ways of linking low-income people to better-paying jobs through sectoral approaches. $150,000

**Doe Fund**

New York, NY 12 mos.

To provide employment opportunities for able-bodied homeless individuals. $50,000

**East Harlem Employment Service, Inc.**

New York, NY 12 mos.

To improve labor market outcomes for low-income people. $250,000

**Essex County College**

Newark, NJ 24 mos.

To identify programs that explore new ways of linking low-income people to better-paying jobs through sectoral approaches. $150,000

**Focus: HOPE**

Detroit, MI 12 mos.

Grant increase to establish a fund to provide tuition loans for candidates in the organization’s training and education programs. $1,000,000

To support an anti-poverty and civil rights organization serving low-income Detroit residents. $1,000,000

**Foundation-Administered Project**

To examine public-private partnerships in workforce development and disseminate results to the field. $9,675

**Impact Services Corporation**

Philadelphia, PA 36 mos.

To promote efforts to reduce poverty among low-income, non-custodial fathers under age 30. $750,000

**Initiative for a Competitive Inner City**

Boston, MA 36 mos.

To identify innovative practices in employee attraction, retention and promotion utilized by fast-growing, inner-city U.S. companies. $240,600

**Jane Addams Resource Corporation**

Chicago, IL 12 mos.

To increase access to good paying jobs in metalworking trades for low-income individuals in Chicago. $50,000

**Johns Hopkins University**

Baltimore, MD 12 mos.

To develop strategies in partnership with communities to strengthen teen-formed American Indian families. $277,178

**Legal Action Center of the City of New York, Inc.**

New York, NY 18 mos.

To support efforts to increase and enhance labor market participation among former offenders. $300,000

**Michigan Future, Inc.**

Ann Arbor, MI 12 mos.

To connect low-income youth in southeast Michigan to good-paying employment in the automotive industry. $135,000

**Michigan State University**

East Lansing, MI 12 mos.

To support a professional training session to address cutting-edge issues and innovative strategies for economic development. $5,000

**Ms. Foundation for Women**

New York, NY 24 mos.

To support a capacity-building event for women’s grassroots economic development organizations. $100,000
To support an initiative created to increase labor market participation, earnings and responsible fatherhood among young, low-income fathers.

National Conference of State Legislatures
Denver, CO
To develop programs aimed at increasing the financial and emotional contribution of low-income, non-custodial parents to their children.

National Economic Development and Law Center
Oakland, CA
To coordinate the national dialogue about sector initiatives and advance a national sector strategy that is responsive to the concerns and priorities of stakeholders.

New Hampshire Community Loan Fund
Concord, NH
To identify programs that explore new ways of linking low-income people to better-paying jobs through sectoral approaches.

Osborne Association
Long Island City, NY
To help families of offenders establish or sustain familial connections after incarceration.

Paraprofessional Healthcare Institute
Bronx, NY
To support a training organization that works to improve policies to ensure better wages and better quality service in the home health care field.

Persephone Productions, Inc.
Arlington, VA
To support a broadcast to inform the public about the results of employer-embraced workforce interventions.

Philadelphia Area Accelerated Manufacturing Education, Inc.
Philadelphia, PA
To identify programs that explore new ways of linking low-income people to better-paying jobs through sectoral approaches.

Primavera Services, Inc.
Tucson, AZ
To identify programs that explore new ways of linking low-income people to better-paying jobs through sectoral approaches.

Project QUEST, Inc.
San Antonio, TX
To identify programs that explore new ways of linking low-income people to better-paying jobs through sectoral approaches.

Public/Private Ventures
Philadelphia, PA
To support interventions that increase labor market participation, earnings and responsible fatherhood among young, low-income fathers.

To support an evaluation of, and provide technical assistance to, grantees of the Sectoral Employment Initiative.

To support efforts to improve workforce development practices.

To identify best practices among private employers for retaining and improving the wages of low-income workers.

Rubicon Programs Incorporated
Richmond, CA
Grant increase to promote efforts to reduce poverty among low-income, non-custodial fathers under age 30.

Total Action Against Poverty in Roanoke Valley
Roanoke, VA
To promote efforts to reduce poverty among low-income, non-custodial fathers under age 30.

Urban Institute
Washington, DC
To facilitate the connection of poor people to regional and global labor markets.

Visiting Nurse Association, Inc.
Oak Park, MI
To establish a car purchase loan fund for health care paraprofessionals.

Westside Industrial Retention and Expansion Network
Cleveland, OH
To identify programs that explore new ways of linking low-income people to better-paying jobs through sectoral approaches.

Subtotal: Workforce Development $13,555,281

Program Area Total: Expanding Economic Opportunity $18,791,506

Building Organized Communities

Building Infrastructure

American Institute for Social Justice
Washington, DC
To provide increased training and technical assistance to ACORN affiliates across the United States.

Catholic Charities USA
Alexandria, VA
To build a constituency for organizing in suburban communities.
<table>
<thead>
<tr>
<th>Organization</th>
<th>Amount</th>
<th>Location</th>
<th>Duration</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Center for Community Change</td>
<td>$300,000</td>
<td>Washington, DC</td>
<td>12 mos.</td>
<td>To provide seed grants and technical assistance to emerging community-based organizations serving low-income neighborhoods.</td>
</tr>
<tr>
<td>City University of New York Graduate Center</td>
<td>$395,000</td>
<td>New York, NY</td>
<td>27 mos.</td>
<td>To evaluate the effectiveness of Mott's Intermediary Support for Organizing program.</td>
</tr>
<tr>
<td>Coalition for Humane Immigrant Rights of Los Angeles</td>
<td>$100,000</td>
<td>Los Angeles, CA</td>
<td>24 mos.</td>
<td>To develop the capacity of local organizations to analyze and address issues confronting day laborers and other low-wage workers.</td>
</tr>
<tr>
<td>Community Training and Assistance Center, Inc.</td>
<td>$300,000</td>
<td>Boston, MA</td>
<td>12 mos.</td>
<td>To provide seed grants and technical assistance to emerging community-based organizations serving low-income neighborhoods.</td>
</tr>
<tr>
<td>DataCenter</td>
<td>$100,000</td>
<td>Oakland, CA</td>
<td>12 mos.</td>
<td>To support analysis and research on issues of welfare reform, fair employment and economic justice.</td>
</tr>
<tr>
<td>Direct Action and Research Training Center, Inc.</td>
<td>$357,000</td>
<td>Miami, FL</td>
<td>36 mos.</td>
<td>To support organizing networks involved in building and sustaining groups in low-income communities across the country.</td>
</tr>
<tr>
<td>Gamaliel Foundation</td>
<td>$300,000</td>
<td>Chicago, IL</td>
<td>36 mos.</td>
<td>To support a collaboration of community organizations working to address regional issues affecting urban communities.</td>
</tr>
<tr>
<td>George Washington University</td>
<td>$60,467</td>
<td>Washington, DC</td>
<td>15 mos.</td>
<td>To document the role of community organizing and advocacy in order to revitalize urban neighborhoods and stimulate reinvestment in distressed communities.</td>
</tr>
<tr>
<td>Independent Press Association</td>
<td>$75,000</td>
<td>San Francisco, CA</td>
<td>12 mos.</td>
<td>To determine the validity of producing an informed and active constituency supportive of welfare reform efforts.</td>
</tr>
<tr>
<td>Institute for Washington's Future</td>
<td>$200,000</td>
<td>Renton, WA</td>
<td>24 mos.</td>
<td>To support efforts to link community organizing, economic development, technology access and public policy change.</td>
</tr>
<tr>
<td>Jewish Fund for Justice</td>
<td>$100,000</td>
<td>New York, NY</td>
<td>12 mos.</td>
<td>To promote youth organizing efforts throughout the United States.</td>
</tr>
<tr>
<td>National Council of La Raza</td>
<td>$240,000</td>
<td>Washington, DC</td>
<td>12 mos.</td>
<td>To provide seed grants and technical assistance to emerging, community-based organizations serving low-income neighborhoods.</td>
</tr>
<tr>
<td>National Employment Law Project, Inc.</td>
<td>$200,000</td>
<td>New York, NY</td>
<td>24 mos.</td>
<td>To strengthen employment policies and opportunities, especially for low-wage workers.</td>
</tr>
<tr>
<td>National Interfaith Committee for Worker Justice</td>
<td>$160,000</td>
<td>Chicago, IL</td>
<td>24 mos.</td>
<td>To help congregations and groups of congregations form partnerships with low-wage workers.</td>
</tr>
<tr>
<td>National Training and Information Center</td>
<td>$300,000</td>
<td>Chicago, IL</td>
<td>12 mos.</td>
<td>To provide seed grants and technical assistance to emerging, community-based organizations serving low-income neighborhoods.</td>
</tr>
<tr>
<td>Pacific Institute for Community Organization</td>
<td>$450,000</td>
<td>Oakland, CA</td>
<td>36 mos.</td>
<td>To support a training institute for organizers and community leaders.</td>
</tr>
<tr>
<td>Seventh Generation Fund for Indian Development, Inc.</td>
<td>$300,000</td>
<td>Arcata, CA</td>
<td>12 mos.</td>
<td>To provide seed grants and technical assistance to emerging community-based organizations serving low-income neighborhoods.</td>
</tr>
<tr>
<td>Southern Echo, Inc.</td>
<td>$300,000</td>
<td>Jackson, MS</td>
<td>12 mos.</td>
<td>To provide seed grants and technical assistance to emerging community-based organizations serving low-income neighborhoods.</td>
</tr>
<tr>
<td>Western Organization of Resource Councils Education Project</td>
<td>$300,000</td>
<td>Billings, MT</td>
<td>36 mos.</td>
<td>To increase the capacity of grassroots leaders and community organizers to address economic issues of concern to low-income residents of the Rocky Mountain and Great Plains regions.</td>
</tr>
</tbody>
</table>

**SUBTOTAL: Building Infrastructure $4,887,467**

**ISSUE ORGANIZING**

<table>
<thead>
<tr>
<th>Organization</th>
<th>Amount</th>
<th>Location</th>
<th>Duration</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Institute for Social Justice</td>
<td>$300,000</td>
<td>Washington, DC</td>
<td>24 mos.</td>
<td>To support a resource and assistance center for living-wage campaigns.</td>
</tr>
<tr>
<td>Association for Children for Enforcement of Support, Inc.</td>
<td>$100,000</td>
<td>Toledo, OH</td>
<td>12 mos.</td>
<td>To reduce child poverty by stabilizing fragile families through local organizing.</td>
</tr>
</tbody>
</table>
**Center for Rural Affairs**

**Walthill, NE**

$300,000

36 mos.

To promote a sustainable future for rural communities in the Great Plains.

**Foundation-Administered Project**

$15,918

To provide an opportunity for grantmakers to learn about community organizing.

**Gamaliel Foundation**

**Chicago, IL**

$190,000

24 mos.

To enable regional community organizations to address issues related to urban sprawl, smart growth, and the concentration of race and poverty in central U.S. cities.

**Greater Los Angeles Metro Strategy - IAF**

**Los Angeles, CA**

$200,000

12 mos.

To support the development of a network to address the problems of the Los Angeles metropolitan area.

**Institute for Wisconsin’s Future**

**Milwaukee, WI**

$15,000

9 mos.

To develop a network to mobilize support for reform of state school finance systems.

**Interfaith Federation**

**Gary, IN**

$120,000

24 mos.

To support a faith-based citizen’s organization.

**Iowa Citizens for Community Improvement**

**Des Moines, IA**

$80,000

12 mos.

To support community organizing activities for greater economic justice and a better future for Iowa residents.

**M.O.S.E.S. Metropolitan Organizing Strategy Enabling Strength**

**Detroit, MI**

$100,000

24 mos.

To increase economic opportunity for urban residents.

**Merrimack Valley Project, Inc.**

**Lawrence, MA**

$300,000

24 mos.

To support expanded economic opportunities and development strategies for the working poor and others in need.

**Metro-Industrial Areas Foundation**

**New York, NY**

$400,000

24 mos.

To provide support to member organizations engaging in community organizing for education reform.

**Metropolitan Organizations for People**

**Denver, CO**

$150,000

12 mos.

To expand economic opportunity for low- and moderate-income households in northern Colorado.

**National Training and Information Center**

**Chicago, IL**

$198,090

12 mos.

To assist community organizations in strengthening community-driven school reform initiatives.

**New Orleans Interfaith Sponsoring Committee**

**New Orleans, LA**

$200,000

24 mos.

To support a statewide network dedicated to encouraging the civic participation of low-income communities and improving the educational outcomes of children.

**Orlando Area Interfaith Sponsoring Committee**

**Orlando, FL**

$100,000

18 mos.

To strengthen three community organizing projects in central Florida.

**Public Policy and Education Fund of New York**

**Albany, NY**

$300,000

24 mos.

To support a project organized to build a coalition of community organizations and other education stakeholders to address school finance reform and education improvements in New York State.

**Rural Collaborative**

**Boise, ID**

$160,000

24 mos.

To support a membership collaborative of organizations that promote affordable housing and economic development efforts.

**WISDOM**

**Milwaukee, WI**

$180,000

24 mos.

To improve public education in Milwaukee and throughout Wisconsin.

**SUBTOTAL: Issue Organizing**

$3,409,008

**PROGRAM AREA TOTAL: Building Organized Communities**

$8,296,475

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**SPECIAL INITIATIVES**

**TRANSITIONS**

**ACCIOn New York**

**New York, NY**

$100,000

24 mos.

To provide relief to self-employed men and women affected by the attack on the World Trade Center.

**Appalachian Center for Economic Networks**

**Athens, OH**

To increase sales for low-income food sector micro-entrepreneurs of Appalachian Ohio.

$100,000

12 mos.

To provide marketing assistance to low-income entrepreneurs.

$50,000

12 mos.

**Aspen Institute, Inc.**

**Washington, DC**

To analyze projects that assist low-income people to engage in self-employment as part of a strategy to move from welfare to self-reliance.

$339,908

12 mos.

To provide technical communication assistance for the micro-enterprise field.

$128,344

12 mos.

Grant increase to analyze projects designed to assist low-income micro-entrepreneurs in increasing access to broader markets.

**Children’s Aid Society**

**New York, NY**

$831,050

12 mos.

To implement a regional expansion strategy for the Carrera teen pregnancy prevention program.
<table>
<thead>
<tr>
<th>Organization Name</th>
<th>Amount</th>
<th>Location</th>
<th>Duration</th>
<th>Purpose and Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporation for Enterprise Development</td>
<td>$300,000</td>
<td>Washington, DC</td>
<td>12 mos.</td>
<td>To provide information and feedback that can improve federal and state policy initiatives.</td>
</tr>
<tr>
<td>Greater Philadelphia Urban Affairs Coalition</td>
<td>$50,000</td>
<td>Philadelphia, PA</td>
<td>12 mos.</td>
<td>To identify new methods to help low-income micro-entrepreneurs market their goods and services.</td>
</tr>
<tr>
<td>Institute for Social and Economic Development</td>
<td>$100,000</td>
<td>Coralville, IA</td>
<td>24 mos.</td>
<td>To identify new ways that micro-enterprise development can be used to move people from welfare to self-sufficiency.</td>
</tr>
<tr>
<td>Kenan Institute for the Arts Foundation</td>
<td>$25,000</td>
<td>Winston-Salem, NC</td>
<td>11 mos.</td>
<td>To present the role of artists and entrepreneurship in creating sustainable economic opportunity in Appalachia.</td>
</tr>
<tr>
<td>Lakota Fund</td>
<td>$100,000</td>
<td>Kyle, SD</td>
<td>24 mos.</td>
<td>To support a community-based fund that seeks to promote economic growth and sustainability on the Pine Ridge Reservation.</td>
</tr>
<tr>
<td>Lansing Community Micro-Enterprise Fund</td>
<td>$15,000</td>
<td>Lansing, MI</td>
<td>12 mos.</td>
<td>To support a business loan fund for low- and moderate-income Lansing residents.</td>
</tr>
<tr>
<td>Little Sisters of the Assumption Family Health Services</td>
<td>$100,000</td>
<td>Dorchester, MA</td>
<td>24 mos.</td>
<td>To identify ways that micro-enterprise development can be used to move people from welfare to self-sufficiency.</td>
</tr>
<tr>
<td>Ms. Foundation for Women</td>
<td>$300,000</td>
<td>New York, NY</td>
<td>15 mos.</td>
<td>To support initiatives benefiting girls ages 9-15, particularly low-income girls of color.</td>
</tr>
<tr>
<td>Neighborhood Development Center, Inc.</td>
<td>$50,000</td>
<td>St. Paul, MN</td>
<td>24 mos.</td>
<td>To identify new methods to help low-income micro-entrepreneurs market their goods and services.</td>
</tr>
<tr>
<td>People, Incorporated of Southwest Virginia</td>
<td>$50,000</td>
<td>Abingdon, VA</td>
<td>12 mos.</td>
<td>To identify new methods to help low-income micro-entrepreneurs market their goods and services.</td>
</tr>
<tr>
<td>Southern Oregon Women’s Access to Credit, Inc.</td>
<td>$25,000</td>
<td>Medford, OR</td>
<td>24 mos.</td>
<td>To identify new ways that micro-enterprise development can be used to move people from welfare to self-sufficiency.</td>
</tr>
<tr>
<td>Southwest Creations Collaborative</td>
<td>$200,000</td>
<td>Albuquerque, NM</td>
<td>24 mos.</td>
<td>To support an organization dedicated to providing employment to low-income Hispanic women.</td>
</tr>
<tr>
<td>West Enterprise Center, Inc.</td>
<td>$100,000</td>
<td>Ukiah, CA</td>
<td>24 mos.</td>
<td>To identify ways that micro-enterprise development can be used to move people from welfare to self-sufficiency.</td>
</tr>
<tr>
<td>Women’s Economic Self-Sufficiency Team Corp.</td>
<td>$50,000</td>
<td>Albuquerque, NM</td>
<td>12 mos.</td>
<td>To identify new methods to help low-income micro-entrepreneurs market their goods and services.</td>
</tr>
<tr>
<td>Women’s Initiative for Self Employment</td>
<td>$100,000</td>
<td>San Francisco, CA</td>
<td>24 mos.</td>
<td>To identify new ways that micro-enterprise development can be used to move people from welfare to self-sufficiency.</td>
</tr>
<tr>
<td>Women’s Self-Employment Project</td>
<td>$100,000</td>
<td>Chicago, IL</td>
<td>24 mos.</td>
<td>To identify new ways that micro-enterprise development can be used to move people from welfare to self-sufficiency.</td>
</tr>
<tr>
<td>WomenVenture</td>
<td>$100,000</td>
<td>St. Paul, MN</td>
<td>24 mos.</td>
<td>To identify new ways that micro-enterprise development can be used to move people from welfare to self-sufficiency.</td>
</tr>
<tr>
<td>Worker Ownership Resource Center</td>
<td>$100,000</td>
<td>Rochester, NY</td>
<td>24 mos.</td>
<td>To identify ways that micro-enterprise development can be used to move people from welfare to self-sufficiency.</td>
</tr>
</tbody>
</table>

**EXPLORATORY AND SPECIAL PROJECTS**

<table>
<thead>
<tr>
<th>Organization Name</th>
<th>Amount</th>
<th>Location</th>
<th>Duration</th>
<th>Purpose and Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Institute for Social Justice</td>
<td>$300,000</td>
<td>Washington, DC</td>
<td>36 mos.</td>
<td>To support a multifaceted national effort to combat and ultimately eliminate predatory lending.</td>
</tr>
<tr>
<td>Christ Centered Homes, Inc.</td>
<td>$10,000</td>
<td>Jackson, MI</td>
<td>6 mos.</td>
<td>To promote discussion about the role of faith-based organizations in responding to the needs of socially and economically challenged families.</td>
</tr>
<tr>
<td>Neighborhood Funders Group</td>
<td>$75,000</td>
<td>Washington, DC</td>
<td>36 mos.</td>
<td>To support a membership organization that promotes neighborhood-based efforts.</td>
</tr>
</tbody>
</table>

**SUBTOTAL: Exploratory and Special Projects** $385,000

**PROGRAM AREA TOTAL: Special Initiatives** $3,824,302

**PROGRAM TOTAL: Pathways Out of Poverty** $55,152,281
MISSION
To support exploratory initiatives or unexpected opportunities that may lead to a formal program area over time, or unexpected opportunities that address significant international and/or national problems.

The Mott Foundation recognizes that as a major private philanthropy, it enjoys substantial freedom and flexibility in the application of resources as well as a special responsibility to seek new ways to meet human needs. This program was established as a home for innovative and experimental grantmaking.

Occasionally Mott makes grants outside its regular programs if the funds are likely to have substantial impact or lead to continued grantmaking interests in a particular field. In 2001, these activities encompassed a broad range of fields, including memorial grants, foreign affairs and other conferences, as well as historically black colleges and universities.
## Historically and Predominantly Black Colleges and Universities

<table>
<thead>
<tr>
<th>Institution</th>
<th>Amount</th>
<th>Duration</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dillard University</td>
<td>$15,000</td>
<td>8 mos.</td>
<td>To address academic priorities while maintaining tradition.</td>
</tr>
</tbody>
</table>

**Program Area Total:** Historically and Predominantly Black Colleges and Universities $15,000

## Special Projects

<table>
<thead>
<tr>
<th>Institution</th>
<th>Amount</th>
<th>Duration</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advertising Council, Inc.</td>
<td>$100,000</td>
<td>24 mos.</td>
<td>To inform and inspire Americans to participate in activities that will strengthen the United States and help win the war on terrorism.</td>
</tr>
<tr>
<td>American Council on Education</td>
<td>$20,000</td>
<td>4 mos.</td>
<td>To support a forum which allows academic leaders of color to explore the challenges and opportunities of the academic presidency.</td>
</tr>
<tr>
<td>Arab Community Center for Economic and Social Services</td>
<td>$100,000</td>
<td>24 mos.</td>
<td>To foster better understanding and greater tolerance of Arab American and Muslim communities in southeastern Michigan.</td>
</tr>
<tr>
<td>Citizens Research Council of Michigan</td>
<td>$100,000</td>
<td>12 mos.</td>
<td>To support the establishment of an endowment for an independent, nonpartisan public policy research organization.</td>
</tr>
<tr>
<td>Detroit 300, Inc.</td>
<td>$50,000</td>
<td>12 mos.</td>
<td>To support an organization formed to coordinate the celebration of Detroit's 300th anniversary.</td>
</tr>
<tr>
<td>Disability Network</td>
<td>$298,000</td>
<td>19 mos.</td>
<td>To address the issues of accessibility and affordability of technology for the disabled.</td>
</tr>
<tr>
<td>Fund for the Capitol Visitor Center</td>
<td>$100,000</td>
<td>60 mos.</td>
<td>To expand the U.S. Capitol building in order to accommodate visitors and enhance security.</td>
</tr>
</tbody>
</table>

## Georgia State University Foundation, Inc.

- **Location:** Atlanta, GA
- **Amount:** $100,000
- **Duration:** 12 mos.
- **Description:** Endowment in memory of Alonzo Crim to promote excellence in urban schools.

## International Center for Journalists

- **Location:** Washington, DC
- **Amount:** $100,000
- **Duration:** 13 mos.
- **Description:** To contribute to an endowment in memory of Katherine W. Fanning to assist visiting journalists from around the world.

## Link Media, Inc.

- **Location:** San Rafael, CA
- **Amount:** $300,000
- **Duration:** 36 mos.
- **Description:** To support the first nationwide television channel dedicated to international news and culture.

## National Organization on Disability

- **Location:** Washington, DC
- **Amount:** $200,000
- **Duration:** 24 mos.
- **Description:** To support an organization dedicated to promoting full and equal participation of people with disabilities.

## National Public Radio

- **Location:** Washington, DC
- **Amount:** $130,000
- **Duration:** 24 mos.
- **Description:** To provide Americans with an engaging and reliable nonprofit news source.

## New York Community Trust

- **Location:** New York, NY
- **Amount:** $1,000,000
- **Duration:** 15 mos.
- **Description:** To aid victims of the September 11 disaster and their families.

## New York University

- **Location:** New York, NY
- **Amount:** $20,000
- **Duration:** 16 mos.
- **Description:** To support efforts to examine the biological and health effects of marijuana.

## Vital Voices Global Partnership

- **Location:** Washington, DC
- **Amount:** $62,500
- **Duration:** 12 mos.
- **Description:** To support an organization created to empower women by providing them with leadership skills, networks and resources.

**Program Area Total:** Special Projects $2,680,500

**Program Total:** Exploratory and Special Projects $2,695,500
In addition to its regular grantmaking, the Foundation also encourages charitable giving by its Trustees and staff. The Foundation’s contribution to these activities is included as part of its total grant budget.

**Employee and Trustee Matching Grants and Trustee-Initiated Grants**

<table>
<thead>
<tr>
<th>Grant Type</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee and Trustee Matching Grants</td>
<td>$592,000</td>
</tr>
<tr>
<td>Trustee-Initiated Grants</td>
<td>$998,022</td>
</tr>
<tr>
<td><strong>PROGRAM TOTAL: Employee and Trustee Matching Grants and Trustee-Initiated Grants</strong></td>
<td><strong>$1,590,022</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Grant Type</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTALS: All Grants</strong></td>
<td><strong>$129,745,474</strong></td>
</tr>
</tbody>
</table>
finance
**Profile**

**Grantmaking Activities**

**Total: 647 Grants**
(not including Employee/Trustee Matching and Trustee-Initiated Grants)

- Environment: 95 Grants (14.7%)
- Civil Society: 258 Grants (39.9%)
- Pathways Out of Poverty: 225 Grants (34.8%)
- Flint Area: 52 Grants (8.0%)
- Exploratory & Special Projects: 17 Grants (2.6%)

**Total: $129,745,474**

- Environment: $21,184 (16.3%)
- Civil Society: $31,423 (24.2%)
- Pathways Out of Poverty: $55,152 (42.5%)
- Exploratory & Special Projects: $2,696 (2.1%)

**Total Asset Allocation 12/31/01**

**Total: $2,458,029,496**

- United States Equities: $1,552,734 (63.2%)
- International Equities: $52,000 (2.1%)
- Real Estate Equities: $106,400 (4.3%)
- Fixed Income: $437,600 (17.8%)
- Cash & Equivalents: $152,500 (6.2%)
- Other Assets: $18,900 (0.8%)
- Limited Partnerships: $98,300 (4.0%)

(I In Millions)
### 1992-2001 Selected Financial Information (IN MILLIONS)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Assets - Market Value</td>
<td>$1,162.1</td>
<td>$1,273.3</td>
<td>$1,201.6</td>
<td>$1,496.0</td>
<td>$1,673.4</td>
<td>$1,962.4</td>
<td>$2,346.5</td>
<td>$3,227.7</td>
<td>$2,880.3</td>
<td>$2,458.0</td>
</tr>
<tr>
<td>Total Assets - 2001 Dollars</td>
<td>1,447.0</td>
<td>1,543.1</td>
<td>1,418.4</td>
<td>1,722.1</td>
<td>1,864.3</td>
<td>2,149.8</td>
<td>2,529.8</td>
<td>3,388.7</td>
<td>2,924.9</td>
<td>2,458.0</td>
</tr>
<tr>
<td>12-Month Rolling Average Assets</td>
<td>1,105.0</td>
<td>1,222.2</td>
<td>1,228.3</td>
<td>1,362.9</td>
<td>1,567.7</td>
<td>1,823.3</td>
<td>2,104.5</td>
<td>2,649.5</td>
<td>3,243.5</td>
<td>2,542.3</td>
</tr>
<tr>
<td>Total Dividends &amp; Interest</td>
<td>44.9</td>
<td>42.7</td>
<td>43.2</td>
<td>46.9</td>
<td>54.2</td>
<td>54.2</td>
<td>56.1</td>
<td>63.7</td>
<td>72.5</td>
<td>69.3</td>
</tr>
<tr>
<td>Dividends &amp; Interest - 2001 Dollars</td>
<td>55.9</td>
<td>51.7</td>
<td>50.9</td>
<td>53.9</td>
<td>60.3</td>
<td>59.4</td>
<td>60.5</td>
<td>66.9</td>
<td>73.6</td>
<td>69.3</td>
</tr>
<tr>
<td>Total Grants Awarded</td>
<td>44.0</td>
<td>49.0</td>
<td>56.9</td>
<td>59.9</td>
<td>64.0</td>
<td>72.0</td>
<td>88.2</td>
<td>113.9</td>
<td>153.0</td>
<td>129.7</td>
</tr>
<tr>
<td>Total Expenditures*</td>
<td>51.2</td>
<td>56.3</td>
<td>62.5</td>
<td>59.2</td>
<td>82.4</td>
<td>91.2</td>
<td>102.5</td>
<td>137.0</td>
<td>162.9</td>
<td>131.0</td>
</tr>
</tbody>
</table>

**NOTE:** Private foundations are required to make qualifying distributions (in effect, grant payments, foundation-administered expenses, excise tax and administrative expenses) equal to roughly 5 percent of their average assets each year. The basis of the 5 percent calculation is a rolling, or 12-month, average of the foundation’s investment assets.

* Total expenditures include grant payments, foundation-administered projects, administrative expenses, excise tax and investment expenses.

### 1992-2001 Grants Awarded by Program (IN MILLIONS)

- **Employee/Trustee Matching**
- **Exploratory**
- **Pathways Out of Poverty**
- **Flint Area**
- **Environment**
- **Civil Society**

[Graph showing grants awarded by program from 1992 to 2001]
To the Board of Trustees of
the Charles Stewart Mott Foundation:

In our opinion, the accompanying statements of financial position and the related statements of activity and changes in net assets and cash flows present fairly, in all material respects, the financial position of the Charles Stewart Mott Foundation (the “Foundation”) at December 31, 2001 and 2000, and the results of its operations and changes in net assets and its cash flows for the years ended, in conformity with accounting principles generally accepted in the United States of America. These financial statements are the responsibility of Foundation’s management; our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits of these statements in accordance with auditing standards generally accepted in the United States of America, which require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and significant estimates made by management, and evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for the opinion expressed above.

PricewaterhouseCooper LLP

Detroit, Michigan

April 5, 2002
Charles Stewart Mott Foundation

<table>
<thead>
<tr>
<th></th>
<th>Years Ended December 31,</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2001</td>
</tr>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
</tr>
<tr>
<td>Investments, at market value:</td>
<td></td>
</tr>
<tr>
<td>Equities</td>
<td>$1,750,659,770</td>
</tr>
<tr>
<td>U.S. Government obligations</td>
<td>358,073,254</td>
</tr>
<tr>
<td>Corporate bonds</td>
<td>145,616,733</td>
</tr>
<tr>
<td>Cash equivalents</td>
<td>82,434,866</td>
</tr>
<tr>
<td><strong>Total Investments</strong></td>
<td>$2,336,784,623</td>
</tr>
<tr>
<td>Limited partnerships</td>
<td>98,328,951</td>
</tr>
<tr>
<td>Cash</td>
<td>4,011,166</td>
</tr>
<tr>
<td>Accrued interest and dividends</td>
<td>10,580,051</td>
</tr>
<tr>
<td>Land, building and improvements, net</td>
<td>5,176,922</td>
</tr>
<tr>
<td>Other assets</td>
<td>3,147,783</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>$2,458,029,496</td>
</tr>
</tbody>
</table>

|                     |                           |                           |
| **LIABILITIES AND UNRESTRICTED NET ASSETS** |                       |                           |
| Grants payable, net | $72,358,722               | $54,078,497               |
| Deferred excise tax | 17,760,000                | 25,830,000                |
| Accounts payable and other liabilities | 9,844,279               | 8,048,750                |
| **Total Liabilities** | 99,963,001               | 87,957,247               |
| **UNRESTRICTED NET ASSETS** | 2,358,066,495           | 2,792,339,731            |
| **Total**           | $2,458,029,469           | $2,880,296,978           |

The accompanying notes are an integral part of the financial statements.
### Charles Stewart Mott Foundation

#### Statements of Activity

**Years Ended December 31,**

<table>
<thead>
<tr>
<th></th>
<th>2001</th>
<th>2000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Income:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dividends</td>
<td>$23,597,343</td>
<td>$22,797,165</td>
</tr>
<tr>
<td>Interest</td>
<td>45,707,371</td>
<td>49,674,070</td>
</tr>
<tr>
<td></td>
<td><strong>69,304,714</strong></td>
<td><strong>72,471,235</strong></td>
</tr>
<tr>
<td>Less:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment expenses</td>
<td>3,013,435</td>
<td>4,525,652</td>
</tr>
<tr>
<td>Provision for excise tax</td>
<td>489,099</td>
<td>610,876</td>
</tr>
<tr>
<td>Other income (expenses), net</td>
<td>20,141,790</td>
<td>23,692,531</td>
</tr>
<tr>
<td><strong>Net investment income</strong></td>
<td><strong>85,943,970</strong></td>
<td><strong>91,027,238</strong></td>
</tr>
<tr>
<td><strong>Grants and expenses:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants, net</td>
<td>126,113,662</td>
<td>150,167,316</td>
</tr>
<tr>
<td>Foundation-Administered Projects</td>
<td>2,723,095</td>
<td>2,026,320</td>
</tr>
<tr>
<td>Administration expenses</td>
<td>16,601,061</td>
<td>16,269,388</td>
</tr>
<tr>
<td></td>
<td><strong>145,437,818</strong></td>
<td><strong>168,463,024</strong></td>
</tr>
<tr>
<td>Grants and expenses in excess of income</td>
<td>(59,493,848)</td>
<td>(77,435,786)</td>
</tr>
<tr>
<td>Realized gain on sale of assets, net of excise tax of $212,535 in 2001 and $2,620,111 in 2000</td>
<td>21,041,004</td>
<td>259,390,964</td>
</tr>
<tr>
<td>Change in market value of investments, net of change in deferred excise tax (credit) of ($5,765,000) in 2001 and ($7,655,000) in 2000</td>
<td>(282,416,088)</td>
<td>(375,533,739)</td>
</tr>
<tr>
<td>Change in market value of limited partnerships, net of change in deferred excise tax (credit) of ($2,305,000) in 2001 and ($3,215,000) in 2000</td>
<td>(113,404,304)</td>
<td>(157,150,058)</td>
</tr>
<tr>
<td>Change in Net Assets</td>
<td>(434,273,236)</td>
<td>(350,728,619)</td>
</tr>
<tr>
<td><strong>Unrestricted Net Assets:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Beginning of year</td>
<td>2,792,339,731</td>
<td>3,143,068,350</td>
</tr>
<tr>
<td>End of year</td>
<td><strong>$2,358,066,495</strong></td>
<td><strong>$2,792,339,731</strong></td>
</tr>
</tbody>
</table>

The accompanying notes are an integral part of the financial statements.
### Cash flows from operating activities:

<table>
<thead>
<tr>
<th>Description</th>
<th>2001</th>
<th>2000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants and expenses in excess of income</td>
<td>$(59,493,848)</td>
<td>$(77,435,786)</td>
</tr>
<tr>
<td>Adjustments to reconcile grants and expenses in excess of income to net</td>
<td></td>
<td></td>
</tr>
<tr>
<td>cash used by operating activities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Earnings on limited partnerships</td>
<td>$(20,980,903)</td>
<td>$(24,434,383)</td>
</tr>
<tr>
<td>Depreciation expense</td>
<td>437,475</td>
<td>435,433</td>
</tr>
<tr>
<td>Decrease (increase) in accrued interest and dividends</td>
<td>1,292,870</td>
<td>$(541,981)</td>
</tr>
<tr>
<td>Decrease (increase) in other assets</td>
<td>927,470</td>
<td>$(1,476,463)</td>
</tr>
<tr>
<td>Increase in grants payable, net</td>
<td>18,280,225</td>
<td>13,084,223</td>
</tr>
<tr>
<td>Increase in accounts payable and other liabilities</td>
<td>1,795,529</td>
<td>1,157,558</td>
</tr>
<tr>
<td>Total adjustments</td>
<td>1,752,666</td>
<td>$(11,775,613)</td>
</tr>
<tr>
<td>Net cash used by operating activities</td>
<td>$(57,741,182)</td>
<td>$(89,211,399)</td>
</tr>
</tbody>
</table>

### Cash flows from investing activities:

| Proceeds from sales or redemptions of investments:                        |                    |                    |
| Equities                                                                  | 128,090,811        | 430,052,752        |
| U.S. Government obligations                                               | 34,000,000         | 36,000,000         |
| Corporate bonds                                                           | 35,618,102         | 13,850,850         |
| Cash equivalents                                                          | 333,594,516        | 1,473,977,874      |
| Limited partnerships                                                      | 12,048,256         | 41,182,224         |
| Total purchases of investments                                           | $(162,040,993)     | $(242,710,225)     |
| U.S. Government obligations                                               | $(13,500,533)      | $(80,802,890)      |
| Corporate bonds                                                           | $(3,577,447)       | $(99,897,768)      |
| Cash equivalents                                                          | $(291,054,790)     | $(1,443,188,656)   |
| Limited partnerships                                                      | $(14,076,000)      | $(37,719,878)      |
| Acquisition of building improvements                                      | $(77,224)          | $(532,286)         |
| Excise tax on realized gain                                               | $(212,535)         | $(2,620,111)       |
| Net cash provided by investing activities                                 | 58,812,163         | 87,591,886         |

Net increase (decrease) in cash                                           1,070,981          1,619,513

Cash, beginning of year                                                   2,940,185          4,559,698

Cash, end of year                                                         $ 4,011,166         $ 2,940,185

The accompanying notes are an integral part of the financial statements.
### Charles Stewart Mott Foundation

#### Supplemental schedule of investing activities:

<table>
<thead>
<tr>
<th></th>
<th>2001</th>
<th>2000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Realized gain (loss) on sale of assets:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equities</td>
<td>$20,498,066</td>
<td>$263,017,445</td>
</tr>
<tr>
<td>U.S. Government obligations</td>
<td>(355,156)</td>
<td>(780,468)</td>
</tr>
<tr>
<td>Corporate bonds</td>
<td>1,110,629</td>
<td>(225,902)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$21,253,539</td>
<td>$262,011,075</td>
</tr>
</tbody>
</table>

#### Supplemental schedule of noncash investing activities:

<table>
<thead>
<tr>
<th></th>
<th>2001</th>
<th>2000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Increase (decrease) in market value of investments:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equities</td>
<td>$(291,680,029)</td>
<td>$(400,822,713)</td>
</tr>
<tr>
<td>U.S. Government obligations</td>
<td>(74,228)</td>
<td>12,703,083</td>
</tr>
<tr>
<td>Corporate bonds</td>
<td>3,573,169</td>
<td>4,930,891</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$(288,181,088)</td>
<td>$(383,188,739)</td>
</tr>
</tbody>
</table>

Decrease in capital account value of limited partnerships:

<table>
<thead>
<tr>
<th></th>
<th>2001</th>
<th>2000</th>
</tr>
</thead>
<tbody>
<tr>
<td>$115,709,304</td>
<td>$160,365,058</td>
<td></td>
</tr>
</tbody>
</table>

*The accompanying notes are an integral part of the financial statements.*

statementsof cash flows
A. Mission & Grant Programs:
The Charles Stewart Mott Foundation is a private grantmaking foundation established in 1926 in Flint, Michigan. The Foundation’s mission is “to support efforts that promote a just, equitable and sustainable society.” The Foundation’s grantmaking activity is organized into four major programs: Civil Society, Environment, Flint Area and Pathways Out of Poverty. Other grantmaking opportunities, which do not match the major programs, are investigated through the Foundation’s Exploratory and Special Projects program.

B. Accounting Policies:
The following is a summary of significant accounting policies followed in the preparation of these financial statements.

Estimates
The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Method of Accounting
The financial statements have been prepared on the accrual basis of accounting, which includes recognition of dividends, interest, investment real estate income and expenses as earned or incurred. Trustee and Executive Committee grant actions are recognized on the date of the action. Grants by the President or Executive Committee by specific authority conferred by the Trustees are recognized on the date the authority is exercised. In addition, the Foundation has a Matching Gift Program, whereby amounts gifted by eligible employees and Trustees are matched by the Foundation at a rate of $3 for each $1 gift.

Investments
Investments are recorded on the trade date and are stated at market value based primarily on December 31 published quotations. Gains and losses from sales of securities are determined on an average cost basis.

Investments in limited partnerships are generally recorded at capital account value. The capital account is adjusted for the Foundation’s proportionate share of undistributed earnings/losses as reported on Schedule K-1 received from the partnership at year end and adjusted based on the fair value of the underlying securities held by the partnership. The Foundation believes the capital account fairly reflects the fair value of the partnerships.

Other Assets
Included in other assets is land that was purchased by the Foundation and is recorded at cost. The remaining assets included in other assets are recorded at cost.

Land, Building and Improvements
Land, building and improvements are recorded at cost. Upon sale or retirement of land, building and improvements, the cost and related accumulated depreciation are eliminated from the respective accounts, and the resulting gain or loss is included in current income. Depreciation of building and improvements is provided over the estimated useful lives of the respective assets on a straight line basis. Assets and the related accumulated depreciation of $15,714 and $40,711 were retired during 2001 and 2000, respectively.

<table>
<thead>
<tr>
<th></th>
<th>2001</th>
<th>2000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land</td>
<td>$397,852</td>
<td>$397,852</td>
</tr>
<tr>
<td>Building and improvements</td>
<td>7,970,642</td>
<td>7,909,132</td>
</tr>
<tr>
<td>Less accumulated depreciation</td>
<td>(3,191,572)</td>
<td>(2,769,811)</td>
</tr>
<tr>
<td>Total</td>
<td>$5,176,922</td>
<td>$5,537,173</td>
</tr>
</tbody>
</table>

continued
Costs of office furnishings and equipment are consistently charged to expense, because the Foundation does not deem such amounts to be sufficiently material to warrant capitalization and depreciation.

**Cash Equivalents**
Cash equivalents with original maturities of three months or less are reflected at market value and include short-term notes and commercial paper, which are included with investments.

**Reclassifications**
Certain prior period financial statement amounts have been reclassified to conform to the 2001 presentations.

**C. Investments:**
Investments held at December 31, 2001 and 2000, were as follows (in thousands):

<table>
<thead>
<tr>
<th></th>
<th>2001</th>
<th>2000</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Market Value</td>
<td>Cost Basis</td>
</tr>
<tr>
<td>Equities</td>
<td>$1,750,660</td>
<td>$845,295</td>
</tr>
<tr>
<td>U.S. Government obligations</td>
<td>358,073</td>
<td>356,552</td>
</tr>
<tr>
<td>Corporate bonds</td>
<td>145,617</td>
<td>140,121</td>
</tr>
<tr>
<td>Cash equivalents</td>
<td>82,435</td>
<td>82,435</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$2,336,785</strong></td>
<td><strong>$1,424,403</strong></td>
</tr>
</tbody>
</table>

The market value of the Foundation’s investments increased to approximately $2,369,600 as of March 31, 2002.

**D. Excise Tax & Distribution Requirements:**
The Foundation is exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code. In accordance with the provisions of the Tax Reform Act of 1969, the Foundation is subject to an excise tax on net investment income, including realized gains as defined in the Act.

The liability for excise tax is composed of the following (in thousands):

<table>
<thead>
<tr>
<th></th>
<th>2001</th>
<th>2000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Currently refundable</td>
<td>$(315)</td>
<td>$(100)</td>
</tr>
<tr>
<td>Deferred</td>
<td>17,760</td>
<td>25,830</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$17,445</strong></td>
<td><strong>$25,730</strong></td>
</tr>
</tbody>
</table>

The deferred excise tax represents the tax on unrealized marketable security and partnership gains and losses. Excise tax payments of $916,634 and $2,617,203 in 2001 and 2000, respectively, were made.

The Foundation will be required to make qualifying distributions of approximately $59.5 million during 2002 to meet distribution regulations of the Internal Revenue Code for private foundations.

*continued*
E. Grants Payable:

Grants payable at December 31, 2001, are expected to be paid as follows:

<table>
<thead>
<tr>
<th>Programs</th>
<th>2002</th>
<th>2003</th>
<th>2004</th>
<th>2005-09</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Civil Society</td>
<td>$15,674,500</td>
<td>$3,259,086</td>
<td>$487,271</td>
<td>—</td>
<td>$19,420,857</td>
</tr>
<tr>
<td>Environment</td>
<td>10,545,069</td>
<td>2,879,187</td>
<td>100,000</td>
<td>—</td>
<td>13,524,256</td>
</tr>
<tr>
<td>Flint Area</td>
<td>7,253,271</td>
<td>1,107,435</td>
<td>147,250</td>
<td>$177,250</td>
<td>8,685,206</td>
</tr>
<tr>
<td>Pathways Out of Poverty</td>
<td>23,521,623</td>
<td>5,788,795</td>
<td>806,217</td>
<td>212,625</td>
<td>30,329,260</td>
</tr>
<tr>
<td>Other*</td>
<td>969,500</td>
<td>190,000</td>
<td></td>
<td>—</td>
<td>1,159,500</td>
</tr>
<tr>
<td><strong>Grants payable</strong></td>
<td><strong>57,963,963</strong></td>
<td><strong>13,224,503</strong></td>
<td><strong>1,540,738</strong></td>
<td>389,875</td>
<td><strong>73,119,079</strong></td>
</tr>
<tr>
<td>Less: Unamortized Discount</td>
<td></td>
<td>569,476</td>
<td>129,838</td>
<td>61,043</td>
<td>760,357</td>
</tr>
<tr>
<td><strong>Grants payable, net</strong></td>
<td><strong>57,963,963</strong></td>
<td><strong>12,655,027</strong></td>
<td><strong>1,410,900</strong></td>
<td><strong>328,832</strong></td>
<td><strong>72,358,722</strong></td>
</tr>
</tbody>
</table>

*Includes Exploratory and Special Projects.

In addition, the Foundation has also approved grants that require certain conditions to be met by the grantee. Conditional grants excluded from the Foundation's financial statements totaled $3,935,801 and $2,397,143 as of December 31, 2001 and 2000, respectively.

Grant activity, including the Matching Gift Program, for the years ended December 31, 2001 and 2000, was as follows:

<table>
<thead>
<tr>
<th></th>
<th>2001</th>
<th>2000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants payable, January 1</td>
<td>$55,741,275</td>
<td>$42,104,568</td>
</tr>
<tr>
<td>Grants approved</td>
<td>128,206,816</td>
<td>153,117,498</td>
</tr>
<tr>
<td><strong>Grants payable, December 31</strong></td>
<td><strong>$73,119,079</strong></td>
<td><strong>$55,741,275</strong></td>
</tr>
</tbody>
</table>

†Includes Exploratory and Special Projects, and Matching Gifts Program.

F. Pension and Other Postretirement Benefits:

The Foundation sponsors a qualified defined benefit plan covering substantially all employees along with an unfunded nonqualified plan for restoration of pension benefits lost due to statutory limitations imposed upon qualified plans. In addition, the Foundation sponsors an unfunded postretirement medical plan for all eligible employees. The qualified defined benefit pension plan is funded in accordance with the minimum funding...
requirements of the Employee Retirement Income Security Act. Plan assets are invested in diversified cash, bond and equity mutual funds.

<table>
<thead>
<tr>
<th>Amounts (in $000)</th>
<th>Pension Benefits</th>
<th>Other Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benefit obligation at December 31</td>
<td>$14,014</td>
<td>$12,278</td>
</tr>
<tr>
<td>Fair value of plan assets at December 31</td>
<td>7,602</td>
<td>8,015</td>
</tr>
<tr>
<td>Funded status at December 31</td>
<td>$(6,412)</td>
<td>$(4,263)</td>
</tr>
<tr>
<td>Accrued benefit liability as recognized in the statements of financial position</td>
<td>$(4,367)</td>
<td>$(3,249)</td>
</tr>
<tr>
<td>Net periodic benefit cost</td>
<td>$1,269</td>
<td>$798</td>
</tr>
<tr>
<td>Employer contributions</td>
<td>455</td>
<td>0</td>
</tr>
<tr>
<td>Benefit payments</td>
<td>(272)</td>
<td>(930)</td>
</tr>
</tbody>
</table>

The accumulated benefit obligation of the nonqualified pension plan was $1,549 and $1,322 as of December 31, 2001 and 2000, respectively. The accumulated benefit obligation of the qualified plan was $8,524 and $7,085 as of December 31, 2001 and 2000, respectively.

The assumptions used in the measurement of the Foundation's benefit obligations are shown in the following table:

<table>
<thead>
<tr>
<th>Pension Benefits</th>
<th>Other Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discount rate</td>
<td>6.90%</td>
</tr>
<tr>
<td>Expected return on plan assets</td>
<td>8.50%</td>
</tr>
<tr>
<td>Rate of compensation increase</td>
<td>5.50%</td>
</tr>
</tbody>
</table>

For measurement purposes, an initial annual rate of 9% in the per capita cost of health care was used. The rate was assumed to decrease gradually each year to an ultimate rate of 5% by year 2010.

**Defined Contribution (401k) Plan**

In addition to the above, the Foundation maintains a 401(k) defined contribution retirement plan for all eligible employees. The Foundation contributes an amount based upon eligible compensation. For the years ending December 31, 2001 and 2000, the Foundation contributed $296,612 and $221,298 to the plan, respectively.

<table>
<thead>
<tr>
<th>Administration Total</th>
<th>Investment Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>$7,321,704</td>
</tr>
<tr>
<td>Other personnel costs</td>
<td>3,514,353</td>
</tr>
<tr>
<td>Operations</td>
<td>1,901,004</td>
</tr>
<tr>
<td>Professional fees</td>
<td>1,912,139</td>
</tr>
<tr>
<td>Travel and business expense</td>
<td>1,428,881</td>
</tr>
<tr>
<td>Publications</td>
<td>522,980</td>
</tr>
</tbody>
</table>

$16,601,061 | $3,013,435
people & publications
### Board of Trustees

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>William S. White</td>
<td>Chairman</td>
</tr>
<tr>
<td>William H. Piper</td>
<td>Vice Chairman</td>
</tr>
<tr>
<td>A. Marshall Acuff Jr.</td>
<td></td>
</tr>
<tr>
<td>Rushworth M. Kidder</td>
<td></td>
</tr>
<tr>
<td>Tiffany W. Lovett</td>
<td></td>
</tr>
<tr>
<td>Webb F. Martin</td>
<td></td>
</tr>
<tr>
<td>Olivia P. Maynard</td>
<td></td>
</tr>
<tr>
<td>John Morning</td>
<td></td>
</tr>
<tr>
<td>Maryanne Mott</td>
<td></td>
</tr>
<tr>
<td>Douglas X. Patiño</td>
<td></td>
</tr>
<tr>
<td>John W. Porter</td>
<td></td>
</tr>
<tr>
<td>Marise M.M. Stewart</td>
<td></td>
</tr>
<tr>
<td>Claire M. White</td>
<td></td>
</tr>
<tr>
<td>*Willa B. Player</td>
<td></td>
</tr>
</tbody>
</table>

* The Members of the corporation are: Tiffany W. Lovett, Maryanne Mott, William H. Piper, John W. Porter, Marise M.M. Stewart, Claire M. White and William S. White.

* Trustee Emeritus

### Audit Committee

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>John W. Porter</td>
<td>Chairman</td>
</tr>
<tr>
<td>Rushworth M. Kidder</td>
<td></td>
</tr>
<tr>
<td>John Morning</td>
<td></td>
</tr>
<tr>
<td>Douglas X. Patiño</td>
<td></td>
</tr>
</tbody>
</table>

### Executive Committee

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>William S. White</td>
<td>Chairman</td>
</tr>
<tr>
<td>Webb F. Martin</td>
<td></td>
</tr>
<tr>
<td>Maryanne Mott</td>
<td></td>
</tr>
<tr>
<td>William H. Piper</td>
<td></td>
</tr>
<tr>
<td>John W. Porter</td>
<td></td>
</tr>
</tbody>
</table>

### Investment Committee

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>William S. White</td>
<td>Chairman</td>
</tr>
<tr>
<td>A. Marshall Acuff Jr.</td>
<td></td>
</tr>
<tr>
<td>Webb F. Martin</td>
<td></td>
</tr>
<tr>
<td>Maryanne Mott</td>
<td></td>
</tr>
<tr>
<td>William H. Piper</td>
<td></td>
</tr>
<tr>
<td>Claire M. White</td>
<td></td>
</tr>
</tbody>
</table>

* Board list as of July 2002
EXECUTIVE OFFICE
William S. White
President and
Chief Executive Officer
Jean Simi
Executive Assistant and
Corporate Assistant Secretary
George A. Trone
Assistant to the President,
Grants Database Manager and
Associate Program Officer

ADMINISTRATIVE GROUP
Phillip H. Peters
Vice President - Administrative Group and Secretary/Treasurer

Administrative Services
Gregory S. Hopton
Accounting Manager
Lesle Berent
Senior Accountant
Marcie L. Adams
General Ledger/Payroll Accountant
Rebecca Burns
Stephanie A. Duncan
Administrative Accountants
Annette M. Markwood
Administrative Secretary
Debra E. Bullen
Building Manager
Billy M. Powell
Building Operations Supervisor
Gilbert Medrano
Larry M. Stein
Building Operations Assistants

Grants Administration
Jimmy L. Krause
Director of Grants Administration and Assistant Treasurer
*Kathy J. Becker
Mary A. Gailbreath
Managers of Grants Administration
Frances E. Bell
Senior Administrative Assistant, Proposal Review Committee
Cindy S. Compeau
S. Renee Jackson
Grants Accountants
Christine M. Keskes
Grants Secretary
Jean M. Bamberg
Administrative Assistant
Deborah K. Reid
Data Input Clerk
Rosanne M. Thomas
Clerk

Human Resources
Robert B. Inkeep
Director of Human Resources
Julie M. Flynn
Human Resources Analyst
Ona Kay Goza
Administrative Secretary
Crystal L. Bright
Secretary
Jill A. Douglas
Kim R. McDonald
Word Processors

Information Services
Gavin T. Clabaugh
Vice President - Information Services
Ryburn L. (John) Brown
Manager, Information Services
Michael L. Wright
Senior Systems Engineer
Linda L. Davidson
Information Services Coordinator
Joumana M. Klansceck
Database Administrator and Intranet Master
Eve C. Brown
Librarian
Glen A. Birdsall
Associate Librarian
Julie A. Scapelliti
Secretary/Help Desk Coordinator

COMMUNICATIONS
Marilyn Stein LeFeber
Vice President - Communications
Valerie A. Osowski
Communications Director
Donald F. Dahlstrom
Carol D. Rugg
Senior Communications Officer
Andrea A. Brancato
Duane M. Elling
Mitchell W. Hurst
Maggie I. Jaruzel
Communications Officers
Peggy A. Braham
Technical Writer/Assistant to the Webmaster
Teri L. Chambray
Administrative Secretary
Teresa A. Littlejohn
Jennette G. McArthur
Secretaries

INVESTMENTS
Robert E. Swaney, Jr.
Vice President - Investments and Chief Investment Officer
Michael J. Smith
Assistant Vice President and Investment Manager
Stephen A. McGratty
Paul H. McVey
Stephen W. Vessells
Investment Managers
Laura R. Bechard
Investment Office Administrator/IS Coordinator
Alicia Aguilar
Jonathan E. Hohn
Assistant Investment Administrators
Margaret H. Hubble
Senior Administrative Assistant
Monica R. Smartt
Karen J. Yorke
Administrative Secretaries

continued
Programs
Maureen H. Smyth
Vice President - Programs
*Barbara A. Mince
Senior Administrative Assistant
Ruth M. Altomare
Administrative Secretary

Field Services
Richard K. Rappleye
Vice President - Field Services

Civil Society
Raymond P. Murphy
Program Director
Elan D. Garonzik
Lorelei (Lori) Villarosa
Program Officers
*Alejandro S. Amezcua
Program Assistant
Diane M. McComb
Michele H. Neumann
Secretaries

Civil Society - Dublin, Ireland
Eleanor M. Fennessy
Secretary

Civil Society - Prague, Czech Republic
Shannon L. Lawder
Regional Director, Central and Eastern Europe Office
Nicholas S. Deychakiwsky
J. Walter Veirs
Program Officers
Tamás A. Scsavorszki
Lenka Šetková
Associate Program Officers
Gabriela Hejmová
Office Administrator

Civil Society - Johannesburg, South Africa
Christa L. Kujlian
Director, South Africa Office
Russell T. Ally
Program Officer
Moira Y. Mbelu
Associate Program Officer
Lydia Molapo
Administrative Secretary

Environment
Lois R. DeBacker
Program Director
*Ronald A. Kroese
*Edmund J. Miller
Samuel B. Passmore
Sandra N. Smither
Program Officers
Rebecca S. Fedewa
Heather A. Lane
*Gale A. Raj
Program Assistants
Judy L. Burt
Sandra J. Smith
Secretaries

Flint Area
Karen B. Aldridge-Eason
Program Director
Neal R. Hegarty
Ann F. Richards
Kimberly S. Roberson
Associate Program Officers
Judith M. Wright
Administrative Secretary
Christina L. Anderson
*Brenda L. Suchy
Secretaries

Pathways Out of Poverty
Kevin F. Walker
Program Director
Jack A. Litzenberg
Senior Program Officer
An-Me Chung
Christine A.W. Doby
*Pat K. Edwards
*Marianne R. Kugler
Benita D. Melton
Christine D. Sturges
Ronald M. White
Program Officers
*Tonya Allen
Lorin S. Harris
Sue A. Peters
Associate Program Officers
Yazeed Moore
Program Assistant
Wynette L. Adamson
Delia Cappel
Sandra L. Downer
Mary Beth Smith
Secretaries

Contract Employees/Consultants
Martha A. Howlett
Frederick L. Kump
Jeanette R. Mansour
Dorothy Reynolds
Svitlana Suprun
Clark Tibbits
Willard Walker
Shirley A. Wallace
Darlene F. Wood
Sue Wood

* No longer with the Foundation
+ On loan to other organizations
# Shared with Information Services and Programs
## Shared with Information Services

Staff list as of July 2002
MOTT FOUNDATION


Philosophy, Programs & Procedures. A general guide to the Foundation’s philosophy and grantmaking. Separate booklets also are available for the Civil Society, Environment, Flint Area and Pathways Out of Poverty programs.

Mott Mosaic. A quarterly magazine of the Foundation focusing on specific program topics of interest.

Mott Memo. A periodic newsletter of the Foundation focusing on general interest items.

A Conversation with Bill White. A reprint of a 2002 article in Foundation News and Commentary magazine in which Mott Foundation President William S. White reflects on the state of philanthropy and his 25 years as Mott president.

Looking Back at Five Eras: The Mott Foundation’s First 75 Years. Foundation President William S. White’s March 8, 2000, remarks on the growth and changes experienced by the Mott Foundation in its first 75 years.

In Memoriam. A booklet about the life of Charles Stewart Mott.

PROGRAM MATERIALS

Civil Society

Community Education: A Center for the Community. A 1999 “primer” designed to help citizens in Central/Eastern Europe understand the benefits of community education.


The Challenge of Nonprofit Leadership: Building a Transformed World. The text of Mott Foundation President William S. White’s opening plenary remarks at the November 2001 Independent Sector Annual Conference in Atlanta, Georgia.

Environment


People of Color Environmental Groups: 2000 Directory. The third edition of the Environmental Justice Resource Center’s directory of grassroots environmental, civil rights and legal groups working on environmental and economic justice issues in the United States, Canada and Mexico.

continued
Flint Area
The Future of Our Libraries: An In-Depth Look at the Flint and Genesee District Libraries. A 2000 report, prepared by Library Development Solutions, that recommends three phases of action to create effective, collaborative library service throughout the county.

Pathways Out of Poverty
Piece by Piece: Government, Banking and Community Collaboration Is the Key to Community Reinvestment. The text of a 1995 speech by Mott Foundation President William S. White at a meeting of the Federal Reserve Bank in Dallas reflecting on the Foundation’s current thinking about partnerships.


Learning Together: The Developing Field of School-Community Initiatives. An in-depth look at key characteristics of school-community initiatives, focusing on 20 such programs nationally in 1998.


Welfare to Wages: Strategies to Assist the Private Sector to Employ Welfare Recipients. A 1998 exploration of how private-sector employers are reacting to, responding to and participating in welfare-to-wages efforts.


The State Fiscal Analysis Initiative. A 1999 report about a network of 22 state-based research and public education organizations that seeks to broaden public participation in decisionmaking about public policies and to provide reliable budget and tax analysis.

**ANNUAL REPORT REPRINTS**
The Foundation reprints special sections of selected Annual Reports. Currently available are:

Joining Forces: Communities and Schools Working Together for a Change. (1993)

America’s Tattered Tapestry: Can We Reclaim Our Civility Through Connectedness? (1995)

**ANNUAL MESSAGE REPRINTS**
The Credibility Chasm — The Accountability Imperative. A reprint of Mott Foundation President William S. White’s commentary on the importance of accountability for the nonprofit sector. (1992)

A Sector of the People ... by the People ... for the People. A reprint of Mott Foundation President William S. White’s commentary on the importance of the nonprofit sector in the United States and abroad. (1996)


Through 75 Years: Embracing Change, Retaining Core Values. A reprint of Mott Foundation President William S. White’s commentary on the Foundation’s 75-year development and continued commitment to its founder’s values. (2000)

Mott Foundation publications are available for viewing or downloading on the Foundation’s Web site at www.mott.org. In addition, copies of most publications can be ordered free of charge by visiting the Web site, sending an e-mail to publications@mott.org or writing the Foundation.
grant guidelines & grantee index
Foundation Interests
The Mott Foundation makes grants in the United States and, on a limited geographic basis, internationally. About 25 percent of the grants have an international purpose, although many of the grantees are located in the United States.

In all of its grantmaking, the Foundation is particularly interested in:
- fresh approaches to solving community problems in defined program areas;
- approaches that, if proven successful, can generate long-term support from other sources and/or that can be replicated in other communities when appropriate;
- public policy development as well as research and development activities to further existing programs and/or to explore new fields of interest; and
- approaches and activities that lead to systemic change.

To further these goals, the Foundation provides both general-purpose support and project-specific grants.

Limitations
While the Mott Foundation endeavors to maintain a high degree of flexibility in its programming, it observes the following limitations:
- No grants or loans are made to individuals.
- Outside the Flint area, support for capital development, research, project replication and endowment is made only when these activities grow out of existing work with Foundation-funded projects or serve a programmatic purpose.
- No support is extended for religious activities or programs that serve, or appear to serve, specific religious groups or denominations. However, if a proposal submitted by a faith-based or similar organization falls clearly within program guidelines and is intended to serve as broad a segment of the population as the program of a comparable non-religious organization, the Foundation will consider the proposal on the same basis as proposals from other agencies.
- Outside the Flint area, grants are not made for local projects unless the projects are part of a national demonstration or Foundation-planned network of grants and have clear and significant implications for replication in other communities.
- The Foundation seldom supports film or video projects. Such support generally is considered only if the project is directly relevant to funding priorities.
- Scholarships, fellowships and books seldom are supported.

Submitting Proposals
The Foundation has no formal application form. Letters of inquiry, including a brief description of the project and the range of needed funding, are acceptable for initial contact.

There are three ways in which the Foundation receives proposals:
- It requests proposals from organizations with which it has been in contact.
- It occasionally sends out requests for proposals that address a specific issue or area of interest.
- It accepts unsolicited proposals for projects that fall within its program priorities and guidelines.

Organizations seeking grants should begin the application process at least four months before the start of the proposed grant period. Foundation staff must finalize grant recommendations for any given calendar year by September 30 of that year; proposals received after that date likely will not be considered until the following year. Both multi- and single-year proposals are acceptable, as are those for shorter periods.

Videotapes should not be used or included as a method of application unless the Foundation specifically requests them. Tapes will not be returned.

Applicants should understand that funds are spent according to the Foundation’s areas of interest and the level of maturity of a given program area. Therefore, available grant funds vary among programs and program areas within the Foundation.

The Foundation observes strict conflict of interest rules for both staff and Trustees. Therefore, all applications must follow the Foundation’s standard processing procedures.

Proposals are reviewed initially by program staff. If program staff recommends funding, then the proposal is subject to review and approval under the guidelines established by the Foundation’s Board of Trustees.

Please be aware that, on average, the review process takes four months from the time the proposal is received.
Formal proposals should contain the following:
1. A cover letter detailing the amount of money requested and the grant period, signed by the person ultimately responsible for signing grant contracts on behalf of the grant applicant.
2. The project description, including an explanation of why the project is needed, who will be served and what will be accomplished during a specific period of time.
3. Information on the feasibility and sustainability of the proposed grant activity.
4. Information on lasting benefits to the organization, program participants, the community or other organizations working in the field.
5. An appropriate plan for evaluation, reporting and dissemination.
6. A documented line-item expense budget, as well as a revenue budget, showing all projected sources of funds for the proposed grant period.
7. Information about the organization seeking funds, including its staff, board of directors, legal classification, and history and accomplishments. For U.S. organizations, this should include proof of tax-exempt 501(c)(3) status by the IRS.

Because the Mott Foundation believes in the importance of accountability for the nonprofit community, an applicant will be required to submit copies of its annual report and its audited financial statements before any grant is made. If these are not available, a domestic organization will be asked to submit a copy of its latest IRS Form 990 return.

Proposals or letters of inquiry should be clearly marked GRANT PROPOSAL and addressed:
Office of Proposal Entry
C.S. Mott Foundation
Mott Foundation Building
503 S. Saginaw St., Ste. 1200
Flint, MI 48502-1851
U.S.A.

Application Procedure Checklist

**Grant Oversight**
Program staff monitors all grants and grant reports and makes site visits as appropriate. Upon completion of projects, program staff prepares a final assessment as part of the Foundation’s close-out procedure.

**Additional Requirements For Foreign Organizations**
Foreign applicants are urged to submit either a letter of inquiry or a brief proposal and not prepare a lengthy, detailed proposal exclusively for the Mott Foundation unless advised to do so by Foundation staff. All letters and proposals must be in English and must be submitted by a bona fide charitable, educational or governmental organization. Two copies of the letter and/or proposal are required for projects in Central/Eastern Europe and Russia, and South Africa.

U.S. government regulations require the Foundation to collect from all applicants, except governmental units or organizations, an affidavit and public support schedule to determine equivalence as a tax-exempt institution under U.S. law before a grant can be made. The Foundation’s program staff will provide the forms as well as assistance in completing them. All submitted materials, such as articles and bylaws, must be in English.

Proposals or letters of inquiry relating to Central/Eastern Europe and Russia should be sent either to the Flint office at the address above or to the regional office in Prague, Czech Republic:
Charles Stewart Mott Foundation
Žitná 8
120 00 Prague 2
CZECH REPUBLIC

Proposals or letters of inquiry relating to South Africa should be sent to either the Flint office at the address above or to the regional office in Johannesburg:
Charles Stewart Mott Foundation
P.O. Box 32088
Braamfontein 2017
SOUTH AFRICA

Specific guidelines and grant summary booklets containing information about each Mott Foundation program are available without charge. This information is available for viewing or downloading on the Web at [www.mott.org](http://www.mott.org). In addition, requests can be made by writing to the Foundation or sending an e-mail message to publications@mott.org.
<table>
<thead>
<tr>
<th>A</th>
<th>B</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Academy for Educational</strong></td>
<td><strong>Association for Children for</strong></td>
</tr>
<tr>
<td>Development, Inc.</td>
<td><strong>Enforcement of</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Support, Inc.</strong></td>
</tr>
<tr>
<td><strong>Abt Associates, Inc.</strong></td>
<td><strong>Association for Community</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Relations</strong></td>
</tr>
<tr>
<td><strong>Academy for the Development</strong></td>
<td><strong>Association for Peace and</strong></td>
</tr>
<tr>
<td>of Philanthropy in Poland</td>
<td><strong>Human Rights 'Baranja'</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Association for the Forum of</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Non-governmental Initiatives</strong></td>
</tr>
<tr>
<td><strong>ACCION New York</strong></td>
<td><strong>Association 'Mi'</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Association of Nonprofit</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Human Services of Hungary</strong></td>
</tr>
<tr>
<td><strong>Acre Family Day Care</strong></td>
<td><strong>AVANCE, Inc.</strong></td>
</tr>
<tr>
<td>Corporation</td>
<td><strong>INDEX</strong></td>
</tr>
<tr>
<td><strong>ActionAid</strong></td>
<td><strong>Afterschool Alliance</strong></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
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