

RESPONDENTS' FEEDBACK OR ADVICE TO CHARITABLE FOUNDATIONS

The following presents an analysis of the open-ended responses given to question 5.2 from the second Global Stakeholder Panel survey:

Whether or not you have ever received funds from them, please offer any feedback or advice you want to offer private charitable foundations on how they can be more effective at helping build capacity in your organization or network.

Responses were coded into 7 categories:

- ***Focus funding on strengthening core organization vs. restricted program funding.***
- ***Make funding process more systematic, transparent, client-focused, simple and equitable***
- ***Improve accessibility, outreach and communications***
- ***Be more risk taking, reaching non-traditional models of development, and provide flexible funding for immediate NGO action.***
- ***Go beyond financial support; leverage funding via partnerships and alliances, provide training***
- ***Priorities regarding content of NGO action***
- ***Other***

In the following pages, each category is presented with its defining characteristics and the verbatim comments used to derive the category.

1. Focus funding on strengthening core organization vs. restricted program funding.

Defining characteristics:

- *General operating support, human resource and organization development*
- *More flexible and long term funding*
- *Don't be limited by typical foundation program categories – "silo" approach is too restrictive*
- *Find good NGOs that address need and back them*

Verbatim comments:

- Allow more funding to be used to develop organizational infrastructure and staff rather than limiting it to program funding.
- Invest in strengthening the ability to NGOs that in turn strengthen the governance and management capacity at the local level
- Less strings attached
- More general support for "cutting edge" work
- Focus funding on infrastructure and core support; don't just provide money but also advice, contacts, networks etc. These help to leverage additional resources;

foundations are also charities and can be great allies to NGOs in policy development and programming ideas

- Post support encouragement is needed.
- Invest in human resource development
- NGOs cannot survive, be it in the South or the North without sufficient core funding.
- Funding agencies should provide funds to our organization directly and they have right to check any time. We will provide audit reports.
- In many instances, funding is provided on too rigid a framework - greater flexibility needed. Short term funding does not help as effects take long to manifest themselves.
- As a small voluntary organization we try to work in partnership with people in the developing world/refugee camps. We appreciate assistance that is untied but where fair accountability is expected.
- There needs to be recognition that NGO need funding for core work as well as for innovative projects
- Be open to providing core funding and be willing to take risks when it comes to difficult politicized issues such as migration and integration
- Find people who are doing good work, give them money, get out of their way.
- Support infrastructure organizations (umbrellas) and support core costs - do not ignore women and gender in the industrialized countries - need support as much as elsewhere
- Social spending budgets are often pre-allocated for a given financial year. Projects/initiatives that require funding any time after budgets have been fixed and allocated, seldom receive any funding at all - regardless of the importance of the project. There should be a little more flexibility in this respect.
- West Coast Foundations should lift restrictions on funding East Coast programs. Poverty is a national concern, with many non-profits doing work that should and can be easily replicated.
- Smaller organizations need funding to be non-conditional on "projects" i.e. provision of running costs are the most helpful. Members of the organization and its staff work very hard - even voluntarily - to make running cost money go a long way.
- Funding for capacity building and to guarantee operations is fundamental. Funds are too often tied only to projects with no provisions for NGO sustainability
- They can try to find out our weakness and take some action plan to make our existing programs stronger as well as organizational capacity building.
- Allow more freedom for innovation and experimentation; not so many rules or pre-conceived methods; most grants keep the status quo in place.
- Give longer term money than for pilot projects
- Allow more funds for building internal organizational capacity, in addition to project funding.
- Flexibility is the key. Need to understand social/cultural context and more effort to training is essential.
- A lot of emphasis is laid on the constructive role played by the civil society organizations but hardly any charitable foundation is willing to give support for sustaining such organization. All support is given on project and piecemeal basis.
- It is necessary to propose new plans in the comprehension and application of the resources allocated. Training is required in the management of these organizations.

- By funding the members of our network on the basis of projects that strengthen productive capacities (institutional support, credit and mutual funds for young agricultural workers and young graduates so they can get set up).
- These foundations must have an updated database of the NGOs in each country and know what their activities are. This will allow them to better understand the realities on-site. Currently, many charitable foundations allocate funds through bidding; this system needs to be changed and credit should be given through evaluation of the social, cultural or economic impact of the NGOs.
- 1- Institutional support and capacity strengthening for better performance 2- Direct or indirect funding of charitable projects 3- Exchange of experiences from various environments for a better approach to solving problems.
- Make the policy on assistance to permanent citizen processes more flexible instead of isolated initiatives / greater cooperation among them to facilitate large-scale, lasting and comprehensive modular projects.
- We received financial assistance from Global Funds For Women USA, which allowed us to launch a campaign to end Female Genital Mutilation in West Africa. With this funding, South Pan-African launched a campaign to end the practice, then force a vote on the problem by prohibiting the practice and allowing those performing the operations to change to another income-generating activity. But when we asked for more assistance to strengthen the structures that would help to permanently eradicate the problem, it was postponed indefinitely. Which means that the effort made to end this scourge was all for nothing. The practices were started again due to a lack of education in time and space.
- Constant investment in the institutional human capital; Management focused on quality and sustainability.
- The funders need to increase their understanding of the context of funding requests, rigid conditions sometimes renders the projects ineffective or less effective
- Funding should not be "project" based, but rather a long-term strategic partnership.
- I just want to say that the private sector should help more to be funding NGO for capacity building because they could be able to raise you up, advertise you and make good come about you in what you are doing toward the project you are being sponsored; trying to make the best of you to the people of the world that this is what you are doing to build a better place for the people of the world in time of making Big bill on the strategies area and making more awareness for people to see and hear about in their day to day activities.
- Any donations should be hands-off and not tied to specific market-based agendas.
- They can provide materials for institutional build-up as well as send a trainer to us for on the job training.
- Strongly encourage/assist the organizations you fund to develop grassroots funding sources. Stop encouraging ageism via your funding practices. Sustain funding interests longer.
- By providing funding that assists an organization to build its capacity functions.
- The private charitable foundations should be involved in the whole process of the capacity building program they assist to ensure the success.
- Stay flexible, but offer long-term support to organizations or individuals demonstrating outstanding and creativity.

- If I were giving money, I would look for groups with really new ideas. Usually the funders have the ideas and look for groups that agree with them. 1. By making available more project funding that can meet the challenges of civil society/NGO development initiatives.
- Fund more training programs for developing nations' NGO workers, while donating equipments for trainings
- Help in institution development
- Give core funding as well as project based funding-include funds to encourage community involvement at the development stage of project or relax the demand for details of a project so that there can be community involvement and control at the outset
- Short term funding does not help to build and maintain capacity within NGOs. Ongoing partnerships are preferable. Non-fiscal support can be highly effective.
- Offer a higher proportion of funds as unrestricted core funding.
- Financial assistance
- Provide reliable sustained funding; look beyond national borders; learn from the efforts and ideas of the NGOs and lobby on their behalf.
- More confidence, less conditions.
- Build independency working capacity
- Long term funding with overhead cost commitment.
- Look to support core funding to allow the organization to achieve practical application and action for sustainable development
- Provide funding for capital growth and operations, to issue grants to some needy communities at a later stage
- NGOs should not only be reliable on grant-funding but should generate own income (innovations) to sustain them (create a social business)
- Charitable organizations/foundations should provide funds to NGO/civil societies in two aspects which include funds for projects and organization development
- Capacity building and direct project funding to civil society organizations to carry out development work including advocacy should be encouraged
- Avoid minimalist approach and provide funding with capacity building with tight accountability
- Institutional support or capacity-building funds should also be provided.
- Be flexible in the implementation of grant agreements to accommodate experience on the ground.
- 3-year grant with 1/2 to go for program & 1/2 for infrastructure (improving Website, fund-raising base, core staff salaries, etc).
- They should allow the organization to articulate its vision and goal and they should facilitate, empower and capacity build the organization to realize its goals.
- NGOs in this day and age need more and more administrative capacity to deal with the bureaucracy of funders. Project funding should allow for a solid overhead to ensure that administrative capacity (because the accountability required is a good thing, but you can't be accountable if you do not have the resources to properly manage the funds).

- Emphasis should be put on training the population and building up their capacities and skills; funding should go to those groups that work effectively on the field rather than just produce annual reports.
- Focus on need based capacity building programs and conduct necessary follow up to ensure that past achievements are maintained.
- Instead of direct grants establishing trust funds to provide a steady stream of resources for organizations.
- Leadership training on capacity building initiatives and resource management
- Less strings attached. Some NGOs are registered non-profits but can't get charitable status. Make funding available for smaller youth-based NGOs.
- Provide the funds for infrastructure and core funding
- Too many foundations unfortunately limit the scope of their funding interests. Issues are multi-dimensional - foundations should be too.
- The major one is the need for core funding to keep the organizations going and to allow them to go for project funding. Sustainability as terminology should be carefully handled - some things, like working for the poor cannot and will never be sustainable.
- Focus funds on the long-term efforts needed to work effectively against entrenched poverty.
- Fund an organization whose ideals you share and fund them medium term with flexibility and include provision for core costs, not just activities and outcomes
- Not limit and pigeonhole projects to organizations interests. Be flexible.
- Find responsible, effective organizations and support their project and core capacity over the long term.
- Please be more flexible regards to creation of papers and don't forget about the overhead costs of every activity!
- Project develops in progress thus requiring constant reevaluation between partners and flexibility/synergy emphasis within guideline parameters until completion and consideration of multiplier strategy
- Find people doing good work, fund them, cut out the bureaucracy and egos.
- The NGO penetrate into areas that the Government cannot reach. It's the NGO that knows, walk and talks with the community. All efforts are done to stimulate empower in the community. Transports, Communications, Infrastructures for sustainability and long term funding is important for any NGO to effectively carry out its aims and objectives
- Allow funding for working capital not just programs.
- To provide support for providing training to staff and members.
- Should provide grants for personal development, such as; Global conferences to enable management personal learn more experiences and strategies from other countries
- We need support in management skills. Holding workshops for NGOs would be useful.
- To provide funds and ensure the sustainability of the projects
- Focus on issues and find best suited NGO. Be prepared to pay for a professional marketing, as this is a key element for success.
- Offer funds with broad guidelines only. Trust the experts to expend funds wisely.

- Recognize that funding is desperately for infrastructure, operational costs of NGOs, as well as for ongoing research to remain up to date in complex, quickly changing policy and other environments, and that funding is needed for direct advocacy activities.
- Provide support for operations cost over multiple years with fewer restrictions.
- Warranty minimum assistance period
- The foundations can contribute to capacity building in our organization through direct financial support to our development projects.
- That funding is directed at medium and long-term processes and programs as part of strategic planning.
- The requirements should be more flexible with respect to organizations that are being given access to funds for the first time.
- Our network would be stronger if there was qualified labor and if we had enough funds to pay for that qualified labor. We need assistance to build our nursery school, which was created in 1992. The children are in the rain. We need teaching materials and computers for our education center; we need technical materials to open a rural radio station to educate women and children on human rights in the local language. We also need professional training in pattern making and sewing for young mothers (primary materials to be provided).
- Must focus more on the institutional development of the organizations and less on being a resource distribution network.

2. *Make funding process more systematic, transparent, client-focused, simple and equitable*

- *Listen to constituents in designing funding programs so address real needs, opportunities, and innovations for achieving impact*
 - *Increase attention to local, grassroots; women; youth; indigenous people in developing countries/regions where directing funding*
 - *Decrease intermediating structures between \$ and end beneficiary*
 - *Fund based on impact and quality of work – not historical relationships or nepotism*
 - *Link funding to achievement of performance goals; use quality, streamlined ways to create accountability*
 - *Simplify and lower transaction costs – establish common goals and projects; create unified, simple application and reporting procedures*
 - *Incentivize collaboration between organizations and across sectors*
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 - Simplify and lower transaction costs – establish common goals and projects; create unified, simple application and reporting procedures
 - Provide incentives for collaboration between organizations and across sectors
 - Be guided in project design by information from the target group and local communities. Untie aid. Provide for local ownership and self-reliance. Incorporate a gender dimension in program formulation and implementation. Consult major civil society sectors (trade unions, NGOs on program content, design and implementation)
 - They should not be pre-biased. (2)Not be influenced by other organizations. (3) Small & medium sized community based organizations sometimes receive funding. But those involved in overall development and engaged in real-research & development should also be funded. They should not be rejected outright.
 - Meeting with the NGO to discuss and ensure a collaborative vision. Many times I don't even get to meet with the funders or even speak with them!
 - Do not demand overwhelming requirements in order to provide funding. Spend funds on ensuring that funds are only given to deserving organizations, rather than place barriers at the front end of the funding request process.
 - The way the Private charitable foundations are set up to serves other organizations is very complicated, their need to go the field and look the based organization which need the fund to help the poor people and achieve their goals and dreams.
 - Support locally based NGOs and help them connect with organizations working nationally and internationally on similar issues

- Foundation spending should follow clear funding strategy for max. Impact and coordination with others; should support also grass-roots movements; open for innovation outside mainstream funding
- Make funding dependent on multi-sector partnerships and detailed action plans based on agreed to common vales.
- To fund international projects and follow systematically their progress and how they become implemented
- An organization with members working at grass roots level with many contacts within society should receive even greater support.
- Better communication to specify common goals and projects
- Push past models set by unilateral funders; strive for avant-garde development practices that are not bound by domestic policy/economics. Take chances and risks in pilot project format; Open more offices in regions where work is focused; Employ host country nationals also in home offices so that they have input in the development of their countries; Build foundation networks; Have funds for which individuals are eligible; Don't make recipients choose b/w heritage and economic considerations, but rather help them find a way to work within the parameter of their culture.
- Reduce the transaction costs; be as transparent as possible about the priorities that the foundation supports; encourage indigenous foundations
- Ensure younger researchers and community partners are included in all proposals
- Refrain from donor - recipient relationship
- Promote partnership equality on accountability, transparency and commitments.
- Be less hung up on their internal consistency and policies and more professional in dealing with the NGOs
- In new globalization era there is need to crate ethical base for social action and strengthening family capacity to deal with deprivation situation. A new knowledge base is important to create among the socially excluded people and for this environmental concerns are to be kept in mind: a sort of sustainable development approach.
- They can try to find out our weakness and take some action plan to make our existing programs stronger as well as organizational capacity building.
- Although accountability is extremely important we need a new way to bring this about. In the organization I work with our Very Small staff spend so much time writing reports that we barely have any time to produce results! Though this is done for funders that are not private charitable foundations I assume a similar situation applies with these organizations and would like to register my complaint over the inefficiency of this system.
- Potential recipients should demonstrate existing partnerships and resources that are already committed to and operating within the organization or network
- Many people without a direct link with organizations, universities, government can help in this process. What I'm trying to say is that " a simple/single person " maybe has solutions for " complex " problems. We need to develop an alternative for listening every single opinion that could help the world!
- My experience in assisting Aboriginal youth to access government funds crosses over into accessing funding for Aboriginal youth from foundations. We have had good

success with a number of community foundations and larger foundations who support the empowerment and involvement with Canada's Aboriginal youth.

- Clearer/more specific guidelines for big projects
- Projects for the development of theoretical models should be developed in partnership with stakeholders, or at least with stakeholder consultation and verified by test cases.
- Streamline application procedures, easy-to-complete forms, etc.
- On-site program visits.
- The international and multi-lateral organizations, in particular, The Bird, should be better adapted in its relationship with NGOs and with the community associations, instead of imposing on them their professional and governmental logic.
- Private charitable foundations can support our projects or those of our national sections and partners on the basis of criteria related to the NGO (legal status, goals and activities, organization and operating methods...) and the nature of the project (development of local skills...). With regards to the NGO [translator's note: sentence has been cut off here]
- It is necessary to draw from the mutual knowledge of the organizations, the management capacity of projects to be tackled and the quality of the proposed action.
- Through direct partnership with ad hoc commissions to conduct mid-term reviews in order to attain objectives.
- Ordinary people at the grassroots level can do extraordinary things with very little means. But some northern NGOs undermine their work with slander in order to hold onto funding from northern donor agencies. They back off just enough to maintain a connection. You could say that colonialism and servitude are being perpetuated between NGOs from the north and from the south. Many have already made a big fuss. Some NGOs have become sprawling organizations after just a few years of operation while those that actually help remain quite small. Come on!
- They should work with grassroots and community organizations more and less with national or general NGOs.
- Tie funding to demonstration of cultural competency and strong anti-oppression and fair acquisition/trade policies
- Basically, what these institutions would have to change is the bureaucratic process that has to be followed to get funding.
- Cooperate directly with the development network in the south and the charitable institutions in the north. Do not neglect issues such as peace because without profound security and peace, no development project can succeed.
- In the case of Puerto Rico, there are noticeable limitations due to the definition of the geographic area to be serviced. Furthermore, the private charitable foundations decide what type of social projects they will fund and why; this can be an obstacle.
- Rather than putting all your eggs in one basket (e.g. large national NGO) funding agencies need to involve more stakeholders. Micro planning and financing is what actually makes things work.
- Such foundations should have a clear understanding of development issues and their work should be independent of the business interests of the parent company. These funds should not be used to market the products of the parent companies rather managed by an independent entity.

- There should be a sophisticated survey on the development project to enable know how it should be well distributed.
- Try to build your self up to a project when you can have private sector to fund you.
- Be more effective by reaching out to know applicants for funds rather than developing their own nepotistic networks.
- They should fund those activities which work directly with people, especially at grass root level.
- Funding agreement should be based on the age of receiving party.
- Should be more willing to visit NGOs and CSOs, in order to ascertain the quality of work, with a view to providing required project funding.
- Private charitable organizations should allow the local content and the need of the people rather than their own set out objective.
- Private charitable foundations should provide funding irrespective of any bias or previous relations. No discrimination should also be made about size of the organization. Person who runs the organization be taken care because overall responsibility lies on him.
- They should provide funding to the grassroots level NGOs that works for the welfare of the grassroots level society.
- They should prioritize very active NGOs in the developing countries and funding appropriate developmental projects through a public-private partnership initiative.
- I believe charitable organizations should extend their funding to more youth-led organizations.
- They should encourage accountability among the people who hold high positions in the NGO sector. Gaps between the salaries of the management and the fieldworkers and other workers should not be too wide. There should be commitment among workers including management
- Hard-to-meet application guideline for grant should be replace and must have to keep some organizational development grant for new and innovative orgs with consultancy support (especially at developing countries).
- The best way to offer funds is to target the grass-root organizations such that the direct beneficiaries benefits without other red tapes in between.
- It would be better for private charitable foundations to help us directly instead of passing through other organizations. Most of time, we have to pay money before getting a private charitable foundation address.
- That they concede that benefiting organizations are the ones on ground, who can best describe the needs of the people.
- They should see that NGO's are close to the grass roots and know their needs; they should therefore assists NGO's and be Partners to development.
- All donors must be careful in choosing recipients. My experience of funding is in Kenya and Sudan. Agencies spend more money on their staff and staffing of recipient where as money should be spent on the community building and empowerment of people and not individuals.
- The international donor community should be closer to the changing needs of civil society and be able to respond in a more flexible and sensitive way to the challenges of globalization

- When working in developing/LD countries, PCF of developed countries should as much as possible cooperate closely (make use of) with local civil society resource organizations who have applied programmatic approach and built partnership with local stakeholders
- They should encourage local communities to submit proposals based on public naming, framing and deliberation about local needs.
- Open programs which allow communities to articulate their priorities and the resources they need, lead to better outcomes
- Private charitable foundations are offering aids only to NGOs in the developed countries while it is more needed in poor countries.
- Accommodate the local knowledge to have better understanding and develop more appropriate scheme that fits to the grantee interests, capacity and setting.
- Endeavor to reach out through new organizations with new ideas instead of relying on old partners thereby not allowing younger ones to come up.
- Focus funding on diverse organizations and constituencies to promote plurality.
- There is need to integrate the Academic Approach with that of the Activist's ideas for capacity building to be more effective.
- Charitable foundations should give funding on the basis of project quality rather than on applicants' connection with organization's board of trustees, which is largely the case these days.
- I think the founders should improve more, the way they normally offer funds to NGOs especially in Nigeria.
- By visiting or sending representatives to make sure they are doing what they say they do.
- Look for collaborative projects with a larger resource base
- They should pay more attention to how that funding would benefit the people.
- Link funding to the achievement of training, social and environmental performance goals by NGOs.
- MoU/contract agreements to provide certain services
- They should identify and enter into partnerships with suitable organizations on the grounds who have better knowledge of local situations.
- Charitable Foundations should make funding available to organizations on the impact of projects that will be executed rather on the basis of personalities known within any organization.
- Streamline application procedures, easy-to-complete forms, etc.
- Set up Monitoring and Evaluation System
- There should be more possibilities to negotiate about the objectives to be realized by the funds. There is too much one-way traffic.
- My organization submitted proposal to the Ford foundation call for proposal for global governance promotion project 2003, but the submission turned down because of the non-respect of presentation principles. Charitable foundations should take in account more the need of help and intervention in a domain than the way the project is presented. Poverty is more a lack of capabilities than a lack of money. A real poor could hardly present its needs like an academic.
- Accountability for effective and efficient results for the funds provided
- Less complicated forms, also be used for other funds

- I'm sorry to write we approached many organizations and funding agencies for finance help of P.W.W. But we could not get any type of funds. I suggest funding to small agencies and big organizations must help once time to small organizations.
- They can be more effective by getting to know NGO work through direct observation and getting constant feedback.
- Reduce paper work
- Monitor the implementation
- Do not use charity to convert
- The charitable foundations should offer their assistance directly to national NGOs in a country and not through NGOs of their country of origin
- Base your work on solidarity (mutual support) - not on charity (from top down).
- Less erraticism
- Allow for more "Bottom-up" thinking: I get the feeling that the people in the foundations think they are "Gods" who know best.
- Focus on small community based NGOs and the groups and networks that are focused on supporting them, instead of on the big national NGOs that are focused mainly on government intricacies. Those big NGOs may have their organizations in order, but they lack feeling with the "grass-roots". You'd be amazed how different grass-roots environmentalists and social activists think from national policy focused environmentalists and activists.
- While giving funds, the organization should do a thorough analysis of the functioning of the NGO. They should also get periodic reports on the performance. If it the amount is substantial, then it should even try to get an independent evaluation of the NGO.
- Charities should be more concerned about the effectiveness of the support they give to any particular project in achieving the desired goals. This may imply a greater involvement in the planning phase (critical assessment of the objectives of the projects) and follow up of the activities they are financing.
- Funding should take on a more business-like approach i.e. ensure that there is improved added value gained from the resources received.
- Fund many smaller project rather than large ones
- Local fund raising/ generating.
- Enhance mechanisms for direct distribution of assistance to those in need and not necessarily through the developing countries government. I believe that very little of what is intended for assistance gets to the intended recipients.
- Transparency, accountability, willingness to listen to ideas, and open to making funds available for research
- Find organizations which respect the people they work with and then listen to them about how to set and achieve goals for development
- Fund practical projects consistently over a long period of time and discontinue funding based upon what's deemed fashionable.
- They should examine the social impact more closely and make sure that money is used efficiently and effectively. They should look at the social development processes facilitated and learning developed and build on them.
- Do not trapped in a pattern of giving only to large organizations in big cities.

- Should involve grassroots organizations more in funding distributions especially in African countries
- Please don't believe in the program officer without any cross check.
- Ensure clarity of goals and methods of achieving them -- arrived at through discussion with the recipient. Follow up with regular rigorous monitoring and evaluation.
- Best practice is often hidden in small-targeted One-world activities.
- They need to be found and supported. "Large" is no guarantee for quality.
- Get rid of the bureaucracy, get rid of the people who are in key positions because of who they know, not what they know. Stop paying favors with these key positions, stop the red tape and help directly and efficiently instead of wasting the finances in administration and paper work.
- I think fund allocation have been done relatively well. However fund allocation for projects must be well supervised and properly scrutinize to ensure that funds were used for the original intent.
- Funds are stopped, so no idea
- Increase funding, but ensure there are checks and balances for accountability.
- In funding projects, it is important for the funders to follow the principles below:
- No strings attached
- Bottom up approach
- Full participation of the target communities/people, note participation not consultation
- Respond to problems, not symptoms, responding to symptoms results in creating dependency syndromes
- Take note that communities know it all, so have a listening ear
- Acknowledge indigenous knowledge within the communities and build on these in responding to problems
- We need to be more prepared and speak the same language. We need to value environmental services and assign them a price in the market. In this way environmental projects will have higher benefits.
- Less time reporting, less strict application procedures (which take up valuable time), more recognition that those with wealth have a responsibility to share it, better communication about foundation guidelines
- Make the paperwork simpler - perhaps include accounting assistance as part of the program, it's too complicated for very small organizations.
- Establish trustworthy credentials guide work to community benefit and rest will follow
- There is need to consult and not to impose their models on development partners.
- The communities should be involved in projects so that they also become co- owners. This will also ensure that even if the funder pulls out, the community will still be able to continue with the project. Also funders should not drive agendas which may be alien to the intended beneficiaries. This is more so because we are at different levels of development.
- More direct contact between benefactor and recipient
- Need to show how their operation affects people personally and how it relates to them through defined interrelated broad connections.

- Effective models of evaluation would need to be evolved to assess needy organizations, as opposed to present situations of transient approaches, which are mostly ineffective.
- Require outputs/outcomes in functional areas of the org. to achieve the goal of the funded project, e.g. marketing department should develop an interactive database accessible via the website - this would drive the organization to develop that capacity, and potentially adopt the technology across the board as a side benefit of the funded project.
- Foundations should, wherever possible, partner with the funded organizations in executing projects, and where not possible, should monitor execution closely.
- Simplify evaluation procedures
- Get involved directly in the projects
- Use fewer intermediaries to evaluate projects. Have fewer defined tendencies and allow for the participation of various projects.
- Take action within the framework of a relationship among equals, the recognition of human rights and confronting welfare.
- The flexibility that can only be provided if it is linked to direct contact between the donor and the receiving organizations would be beneficial for both parties, the receiver and grantor. This will enable goals and objectives to be adapted towards maintaining long-term sustainable development.
- Our freedom of movement would be restricted by having to go through intermediaries, which would heavily impact on the relevance of programs and the results to be achieved.
- Foster a culture of assessment - not in the sense of discipline but rather correction in order to improve.
- The organizations that provide financial support must be stricter in monitoring the efficient use of resources.
- Develop their projects and needs and request resources based on that information. They should not do what the donor organizations require of them, but do what they require themselves.
- Financial support coupled with an evaluation and project monitoring processes, followed by an auditing in order to guarantee some transparency.
- First of all, it is important that proper diagnoses be made about the interest and abilities of the human capital within the organizations that will benefit from assistance in order to better direct contributions. Follow up on the contributions made to see the impact they have had over time and monitor the effectiveness of investments, as well as establish standards for the various types of organizations and associates of those organizations (one cannot assess an NGO in Santiago de Chile in the same manner as one in a community in the VIII region due to the ease of accessing benefits).

3. *Improve accessibility, outreach and communications*

- *Identify lesser known quality grantees, grassroots initiatives*
 - *Make funder information clear and accessible – especially to small, local organizations w/ greatest need and least capacity to fund raise*
 - *Make process safe for all applicants (especially those at political risk)*
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- I/We are in great need of funds for our activities. I feel that charitable organizations need to do more from their side to reach out to people like us. They have the resources to do that. We don't have enough for our daily operations also.
 - Open up the qualifications for support - without adjudicating recipients based on fear.
 - Offer more opportunities for grant making, and offer more guidance as to what is necessary to procure such grants.
 - Increase funding
 - Disseminate information on its availability
 - These foundations must have an updated database of the NGOs in each country and know what their activities are. This will allow them to better understand the realities on-site. Currently, many charitable foundations allocate funds through bidding; this system needs to be changed and credit should be given through evaluation of the social, cultural or economic impact of the NGOs.
 - Thanks for giving the opportunity to say or express my mind. You people should keep up. May God bless you people and give organization more energy. Amen.
 - Frequent sharing views/ideas and by taking appropriate measures for all resource & lacking can be the more effective at helping build capacity of my organization
 - The funding we receive is in the form of technology (software and hardware) and is used to further our capacity as a website and our ability to grow.
 - They should fund those activities which work directly with people, especially at grass root level.
 - They should provide funding to the grassroots level NGOs that works for the welfare of the grassroots level society.
 - The organizations should make themselves known by issuing press releases in development journals! They should also eliminate the stiff preconditions they sometimes give for financial percentage participation!
 - More recourse to a central information clearing house (such as the Foundations Center) so that we can find all information in one place, and more uniform application procedures - at present, they'll all different and its a nightmare writing the same proposal in 6 different ways to meet the requirements of each funder
 - The foundations must be the mouthpiece of Smaller Local NGO's and solicit funds on their behalf. They should also mentor, capacitate and monitor smaller NGOs.
 - General citizens should be aware of the funds available before they are received by close in top positions.
 - More effective and less bureaucratic communication would help
 - Keep information clearly accessible and available
 - They need to let us know that they are existent
 - Be specific on the exact areas they want to support. Encourage different methods of education, co-operation and communication.

- P.C.O must reach out to the communities/org to provide awareness and research the needs of the organizations then provide monitored support and mentorship
- They need to be more visible and need to disseminate their funding areas more widely.
- Improve information on funding as well as nature of funding
- General citizens should be aware of the funds available before they are received by those in top positions
- Private charitable foundations should state in a clearer and transparent way which kind of organization is (or is not) eligible for funds.
- They need to be found and supported. "Large" is no guarantee for quality.
- We would advise that more people know more about their Rights.
- Provide electronic Web access information to know the foundations available for funding purposes
- Make them better known. For example, we are: AGA - Movement for Human Rights, Democracy and Development
- Establish contact with the worldwide NGO network.
- They have to tell us about the offers because in reality, those who obtain this assistance are the politicians and officials who run their NGOs. But those of us who live side by side with our people and who have organized ourselves to fight poverty, we cannot find a way to create our projects.
- Less money so that more organizations can have access to funds.
- It would be enough to simply contact the organizations by activity sector and make the information accessible to everyone. Much of the information is often received too late, while a lot of unqualified people or groups have already been making use of that information.

4. *Be more risk taking, reaching non-traditional models of development, and provide flexible funding for immediate NGO action.*

- *Go beyond past models of development, preconceived ideas re: “how development [should] happen[s]”*
 - *Be willing to fund solutions that may come from a single individual without the “trappings” of a big organization*
 - *Take on controversial politics, taboo issues in local communities*
 - *Be willing to not fund “politically correct” or “popular” causes or organizations*
 - *Provide flexible funding for immediate NGO action (where can't wait for 4-6 month funding application)*
-
- Private funding is mostly for already established organizations which should be extended to upcoming ones also.
 - Foundation spending should follow clear funding strategy for maximum impact and coordination with others; should support also grass-roots movements; open for innovation outside mainstream funding
 - Be open to providing core funding and be willing to take risks when it comes to difficult politicized issues such as migration and integration
 - Push past models set by unilateral funders; strive for avant-garde development practices that are not bound by domestic policy/economics. Take chances and risks in pilot project format; Open more offices in regions where work is focused; Employ host country nationals also in home offices so that they have input in the development of their countries; Build foundation networks; Have funds for which individuals are eligible; Don't make recipients choose b/w heritage and economic considerations, but rather help them find a way to work within the parameter of their culture.
 - Allow more freedom for innovation and experimentation; not so many rules or pre-conceived methods; most grants keep the status quo in place.
 - Many people without a direct link with organizations, universities, government can help in this process. What I'm trying to say is that " a simple/single person " maybe has solutions for " complex " problems. We need to develop an alternative for listening every single opinion that could help the world!
 - By supporting non-traditional, over-the-horizon issues
 - Foundations usually do not fund Advocacy organizations.
 - They should avoid being influenced by minority groups pushing gay rights, abortion, population control, weakening the traditional family or supporting feminism or environmentalism.
 - The biggest problem that I have in my area of work (human rights for seniors) is that no one in my country will risk supporting seniors because it is seen as a very complex and forgotten area.
 - They should not replicate the same type of (sometimes) neutral, (sometimes) foreign policy motivated projects, but rather work on the fringe; take chances/risks and fund well researched attempts to insure universal participation in whichever sector they operate.
 - Make money available to issues that are not always the hot topic of the month. This will allow NGO's to focus on current problems that is not hyped by the media

- Think more about the creativity small business offers in dealing with emotional intelligence and social development.
- If I were giving money, I would look for groups with really new ideas. Usually the funders have the ideas and look for groups that agree with them. 1. By making available more project funding that can meet the challenges of civil society/NGO development initiatives. 2. Fund more training programs for developing nations' NGO workers, while donating equipments for trainings
- Helps in institution development
- Give funds to organizations working on problems that are "taboo" in many countries
- Be willing to take risks on new models of development. Be willing to invest in the kinds of social and economic changes that people in the North must make in order for world equality to one day exist. This involves alternative power, fair trade, the green economy, education and democratic capacity building.
- Stop concentrating support in "anti-globalization" crowd; there are groups in between the anti- and pro-trade crowds that deserve your help
- General citizens should be aware of the funds available before they are received by those in top positions
- Need to be more flexible to respond to needs of NGOs to respond to immediate needs - sometimes NGOs can be most effective on an immediate problem, waiting 2, 3 or 5 months for funding deadlines means many opportunities for action may be missed.
- Take small organizations into account and not just the larger NGOs and private companies, as they tend to use the funds as a cushion for lean times.

5. ***Go beyond financial support; leverage funding via partnerships and alliances, provide training***
- *Building partnerships; making high leverage contacts/introductions on behalf of grantee*
 - *Learning from funding and share knowledge re: what works/doesn't*
 - *Building infrastructure for networking, alliance-building, knowledge sharing among organizations*
 - *Growing local philanthropic sector, culture of philanthropy*
 - *Strengthening media contacts*
 - *Training and skills transfer*
- Focus funding on infrastructure and core support; don't just provide money but also advice, contacts, networks etc. These help to leverage additional resources; foundations are also charities and can be great allies to NGOs in policy development and programming ideas
 - Make collaborations with as many as agencies working in your field of interest.
 - Funders should look for higher level of yield from every penny they give. It also should focus on more on maturing minds than surely providing resources. There is a need for balance.
 - I would ask the donor foundations to review their role. They should not only donate for philanthropic reasons but should act as an organization that ensures that everyone shares minimum ethical standards and they should have a view to social change. Donating for the sake of donating does not solve anything.
 - 1- Institutional support and capacity strengthening for better performance 2- Direct or indirect funding of charitable projects 3- Exchange of experiences from various environments for a better approach to solving problems.
 - It is necessary to draw from the mutual knowledge of the organizations, the management capacity of projects to be tackled and the quality of the proposed action.
 - Make the policy on assistance to permanent citizen processes more flexible instead of isolated initiatives / greater cooperation among them to facilitate large-scale, lasting and comprehensive modular projects.
 - See in which way the general public can be mobilized to support the work we do (e.g. by adopting or becoming a friend of the organization and thus supporting it).
 - I just want to say that the private sector should help more to be funding NGO for capacity building because they could be able to raise you up, advertise you and make good come about you in what you are doing toward the project you are been sponsoring. Trying to make best of you to the people of the world that this is what you are doing to build a better place for the people of the world in time of making big bill on the strategies area and making more awareness for people to see and hear about in their day-to-day activities.
 - Providing not only financial but other support in terms of experience in this aspect.
 - I think they need to be more involved in projects themselves. I mean partnership projects are much more effective than only funding projects.
 - They can provide materials for institutional build-up as well as send a trainer to us for on the job training.

- Private charitable foundations should increase their own learning about what works and doesn't work in capacity building and share the information
- Strongly encourage/assist the organizations you fund to develop grassroots funding sources. Stop encouraging ageism via your funding practices. Sustain funding interests longer.
- The private charitable foundations should be involved in the whole process of the capacity building program they assist to ensure the success.
- Not really possible in the current bureaucracy I work in - mind you encouraging a philanthropic culture of giving to education/schools/teachers would be welcome in Australia
- Most of the donations were done individually. But in my country we will find much more private organizations helping the NGOs, social sector, if there will be the law on charitable activities, tax deductible principles, etc.
- The foundations must be the mouthpiece of Smaller Local NGO's and solicit funds on their behalf. They should also mentor, capacitate and monitor smaller NGOs.
- There is need to integrate the Academic Approach with that of the Activist's Ideas for capacity building to be more effective.
- By collaborating with the organizations
- Look for collaborative projects with a larger resource base
- Media sector is a place where charitable foundations can build cooperation.
- Competitions focused on sustainable issues
- Free advice on issues
- Giving needs to go beyond cash.
- Give reference to other donors
- CSO should share knowledge and learning which they acquire to other members of their organizations and networks as a way of capacity building
- Share information and knowledge among other members of the organization and networks/alliances
- Consultation in all phases of planning and application
- Pooling of funds to create bigger funding base.
- Treat partnership development seriously; they require attention/work to establish (are more than funding relationships); for collaborative advantage/ partnership synergy parties must devote resources
- Emphasis should be put on training the population and building up their capacities and skills; funding should go to those groups that work effectively on the field rather than just produce annual reports.
- Leadership training on capacity building initiatives and resource management
- Establish cooperative goals and partnerships that allow use of expertise to achieve the goals
- Provide direct guidance and mentorship to ensure ideas/creative initiatives achieve fruition (not lost due to inability to translate idea into paper proposal)
- We need support in management skills. Holding workshops for NGOs would be useful.
- Offering training, know-how in management skills, fresh ideas, providing access to key networks and technical expertise to increase our competitive advantage.

- They can fund/publish/distribute a research/instruction/campaign on the best way of use the space in public buildings (e.g. people with similar duties use the same desk, electronic archives instead of big books)
- By training my organization which is based and operates in a developing environment on ways of achieving and promoting sustainable development.
- Use private lobby and public relations firms to attain the objectives pursued by assistance foundations through consciousness-raising and changing the behavior of those who work in the foundations - this could have excellent multiplier effects.
- Capacity building through human resources training. In regards to training, there should be transference of information between the private charitable foundations and our organization (exchange and staff mobility programs, information trips...)
- Our network would be stronger if there was qualified labor and if we had enough funds to pay for that qualified labor. We need assistance to build our nursery school, which was created in 1992. The children are in the rain. We need teaching materials and computers for our education center; we need technical materials to open a rural radio station to educate women and children on human rights in the local language. We also need professional training in pattern making and sewing for young mothers (primary materials to be provided).
- Fund studies that make reliable information on a specific area of intervention available to the various organizations involved.

6. *Expressed priorities regarding content of NGO action*

- *Infrastructure*
 - *Research*
 - *Integration of research and practice*
 - *Women*
 - *Youth*
 - *Indigenous people*
 - *Fund very poor, developing countries*
 - *Transformation vs. amelioration*
 - *Empowerment through education, health, meeting basic human survival needs*
 - *Restoring democracy/governance*
 - *Ensure universal participation*
 - *Strengthen national networks*
-
- Investments in research projects, improving the institute scientific capacity (library, network connection etc.), cooperation with foreign institutions in the globalization matter and international law
 - In new globalization era there is need to create ethical base for social action and strengthening family capacity to deal with deprivation situation. A new knowledge base is important to create among the socially excluded people and for this environmental concerns are to be kept in mind: a sort of sustainable development approach.
 - AGA - Movement for Human Rights, Democracy and development
 - Help local government networks build capacity in both the developed and the developing world; good local governance is a prerequisite for sustainable development
 - Improve basic education to increase the skills of people we can draw on.
 - They need to fund programs that encourage and provide skills for successful, sustainable community driven development and programs that enable effective mechanisms for advocacy and networking.
 - Focus on efforts that transform systems rather than those which ameliorate suffering or address a symptomatic issue.
 - Provide for specific activities or training programs
 - In the case of developing nations, I suggest focusing on three main areas: education, health and the environment.
 - There are no private foundations in France. Foreign foundations should have to take an interest in French NGOs working in the areas of development and the environment.
 - The biggest problem that I have in my area of work (human rights for seniors) is that no one in my country will risk supporting seniors because it is seen as a very complex and forgotten area.
 - By funding the members of our network on the basis of projects that strengthen productive capacities (institutional support, credit and mutual funds for young agricultural workers and young graduates so they can get set up).
 - An agenda for funding research in the social sciences must be created between the donors and the donees. Furthermore, there is excessive emphasis by the donor

agencies on supporting applied research, while the need for developing "basic" social science is being ignored.

- Basically, what these institutions would have to change is the bureaucratic process that has to be followed to get funding.
- Cooperate directly with the development network in the south and the charitable institutions in the north. Do not neglect issues such as peace because without profound security and peace, no development project can succeed.
- More funds should be disbursed to help developing countries improve the social, economic and political lives of the people.
- GAT HEALTH CARE ORG, need help to support women and girls in our community, to improve their access to education, empowerment, through literacy education, vocational training and micro-credit access so that all what they might have learn will be useful to them and this will reduce poverty in the communities. To the charitable organization, my advice to them is that, they should be lenient with their questions because there some small NGO's who doesn't have what they requested for example, Auditors, not all the small org. have the auditor in the sense that they don't have enough to pay the auditor, in this case their proposal may not be accept. Thanks.
- Women protection organization (WOPO) needs funding support to improve the quality of women and girls lives, improve their reproductive health and improve women access to credit and to participate full in family or community affairs. Please support us to reduce poverty by 2020
- Funding in the very recent era should be provided for the restoration of democracy, and governance.
- Funding for the capacity building of facing/meeting challenges in the context of globalization and emerging image of Muslim terrorism.
- Our Organization in focusing on the documentation of issues of inter-province conflicts including water, distribution of resources, issue of right to rule. We need support for documentation
- They must take steps to identify pressing humanitarian obligations.
- Donate to childhood peace education programs and to programs which assist women to global equality in all areas.
- Private Charitable Foundations should be given funds on new projects, instead of repeating those projects which are less useful. Health and Education should be given more protection in new projects.
- There is relatively little sponsored work on the role of taxation incentives to achieve social goals consistent with environmental values and the desire for social equity.
- Supporting initiatives that seek to develop leaders in the third world,
- Supporting ICT training and advocacy to lessen the digital divide
- Supporting policy research, monitoring and analysis
- The international donor community should be closer to the changing needs of civil society and be able to respond in a more flexible and sensitive way to the challenges of globalization
- These areas require additional funding to be affective: Documentary Educational Films, Youth Race Relations Projects, Adult Immigrant Re-education & Race Relations, and Cultural Diversity Education.

- Most of the donations were done individually. But in my country we will find much more private organizations helping the NGOs, social sector, if there will be the law on charitable activities, tax deductible principles, etc.
- The business community constitutes more than TNCs. SMEs and developing country enterprises often need capacity support.
- Funds or scholarships for students who live away from home, who are involved in their community etc
- Scholarships
- Protect the human rights
- Fund should be made available to train staff to improve their service delivery to students. Funds should also be available for student development.
- If donor agencies provide need based financial support, then we can make a plan for the poor women and girls as per their requirements.
- Private charitable foundations should be given funds on new projects, instead of repeating those projects which are less useful. Health and education should be given more projection in new projects.
- Provide funding for human skill's development, to assist in improving skills required for effective local economic development
- They should support reformists in the government. Pilot projects/reforms need to be mainstreamed
- Our organization looks for safety, training and good working condition in the transport industry (air-land-rail-sea)
- Neo-Colonialism is an evil that could be abolished on a voluntary basis because technology has so evolved that all neo-colonialism is more inefficient than slavery was in 1830, when most slavery was voluntarily abolished.
- Do so to provide release, not relief
- Emphasis on evaluation and research rather than purely interventions.
- Fund projects for organizing over projects for ameliorating existing problems.
- Should consider funding for research and training of researchers in developing countries. Current practice does not consider this. Without research and capacity to do research, a Nation would have no basis for its developmental ideals.
- Help local organizations to recruit volunteers (both local and foreign)
- Be aware of the importance of human rights across all cultures with emphasis on the particular needs of women, a policy that has been proven to be effective
- In successfully achieving societal change for everyone. Influence human rights through influencing ideas.
- UN reform, while often not very newsworthy, offers potentially enormous positive impacts on many issue areas and deserves greater foundational support.
- By Focusing on "shifting" people's paradigm and giving priority to youth related programs, because they are the leaders of tomorrow
- There should be greater attention paid to communities in crisis, particularly local grass roots communities adversely affected by corporate and state funded development schemes.
- Meetings of citizens from all over the world are necessary to exchange cultural and spiritual values and to discuss how to improve international governance.

- LEAD has identified four major areas to work in - Ecosystem and Poverty, Food Security, Communicating Sustainability and enhancing Business Responsibilities. All four areas are interrelated and charitable organizations can support the programs.
- Charitable foundations don't focus on the "cause" but see the real effect their support can do, the results of action.
- Funds for indigenous peoples desperately needed - diverse indigenous projects
- Support for Indigenous Peoples rural community organizations in the adoption and implementation of practical approaches and mechanisms for their economic improvement and well-being.
- Receive funding for projects from a private charitable foundation to support the work of NGOs, other civil society organizations or service sectors in developing countries can help those organizations to reinforce their capacity building to achieve the world we want by 2020 by the development of education, technologies and communication
- We need to be more prepared and speak the same language. We need to value environmental services and assign them a price in the market. In this way environmental projects will have higher benefits.
- Reduce the decision making process. Emphasize results and overall performance. Delegate intelligently and trust your partners
- They should canalize the fund directly to improve the key weakness of the recipient organization and priority area of the country.
- Tie funding to demonstration of cultural competency and strong anti-oppression and fair acquisition/trade policies
- Provision of information technology to the organization through donating personal computers and fund for connecting the organization to the Internet.
- Charitable foundations can make an important contribution by facilitating sustained global dialogues on major public issues. These dialogues could become "clinics" on the issues.
- The financial support should be utilized for the development of the individual growth including leadership qualities, education, health and analysis capacity. Then only the whole community will grow as wealth and health.
- Private charitable foundation can help our self-help groups by providing skill upgrading and help in marketing. They can also help with funds for village and slum projects.
- If donor provide direct need based financial support, then we can make a plan for the poor women and girls as per their requirements
- The organizations have to introduce training and awareness for the target groups to enable them to manage his life more positively to have real participation in the society activities
- Their support could be more effective in the field of strengthening the information system for building public awareness on environmental protection by providing information center facilities.
- More funding should be provided for organizations that deal with marginalized groups like women and children, especially during times of economic hardships. There should not be any prejudices against civil society because of government policies.

- Foundations should focus on the important link between health/education and poverty eradication. Access to reproductive health is particularly important and capacity building for advocacy in this area.
- They should focus their funds into projects that create opportunities for generations now and into the future
- Finance programs of education and rising public awareness in local/regional communities to switch their economies towards self-sufficiency in most basic needs (food and energy - primarily)
- Corporate Social Responsibility is becoming a logical key objective for enterprises to build up their organizations and have an effect on their environments.
- I think the most important thing is to take care of developing youth organizations, that are places for the next generation of leaders...
- Funding of research projects in the projection and geopolitics of resources.
- Must help to solve the food supply and lack of employment problems in poor countries.
- Provide assistance to organizations for projects that have both a social and economic impact.
- Support us with funding for the promotion of Corporate Social Responsibility.
- Resources for the I+D and Innovation of the team of researchers from the universities. From there, move to the education and transmission of "attitudes".
- I suggest providing financial assistance for human resources training, which suffers from a poor overall understanding of education in terms of being a shortcut in the objectives and contents of their subjects.

7. *Other*

- I think they're doing a very good job. The problem is on the government end. Too much downloading on to the private and not-for-profit sectors creating strain.
- Be good fiduciary of own funds so preserve capital to NGOs in downturns
- Think of long term consequences of emergency aid more systematically.
- They should offer a service paid by the society. For example, companies pay through the empowerment of deficiencies.
- Thanks for giving the opportunity to say or express my mind. You people should keep up. May God bless you people and give organization more energy. Amen.
- Municipal governments do not receive funding from private charitable foundations, but can and do work with NGOs that receive such funding. This in turn builds capacity in the sustainability network.
- Do more work to safeguard their reserves so that in situations of economic downturn, NGOs do not suffer
- Grants and such funding are extremely detrimental for the overall development of the developing countries. Grants are even worse than the loans where the money is misappropriated. Funding agencies are not concerned with the development of the poor countries but their agenda is only to spend and show their delivery.
- Funds are stopped, so no idea