

The McKnight Foundation Southeast Asia Grants Program, 1983-2011



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PREFACE

For nearly thirty years The McKnight Foundation has supported the people and communities of Cambodia, Laos, and Vietnam. Originating with an initial grant of \$10,000 in 1983 to the American Refugee Committee to provide basic health care to refugees living in camps on the Thai-Cambodia border, the program has continuously sought to improve the lives of the region's most vulnerable populations – among them refugees, landmine victims, ethnic minorities, exploited women and girls, and other marginalized communities. Over the years the Southeast Asia grants program has grown substantially and adapted to the changing needs and challenges of the regional population, shaped by its evolving political, socioeconomic, and environmental conditions.

The McKnight Southeast Asia program currently provides approximately \$2 million in grants annually, and has invested more than \$23 million in the region since the program's inception. While grantmaking strategies have changed with the region's most pressing needs – moving from the provision of basic services to integrated development programs to rights-based advocacy work in connection to sustainable livelihoods – the Foundation's commitment to the regions at-risk populations has been steadfast.

In 2011, the Foundation engaged The Philanthropic Initiative, Inc. (TPI) to conduct an evaluation of the Southeast Asia grants program from 2005-2011. As part of this effort, the Foundation sought to capture the origins, evolution, and inflection points of their work in the region since its beginning. To develop this historical narrative TPI interviewed past and current Board members, staff, consultants and grantees who had been involved at various stages in the lifespan of this program; reviewed existing documents, reports, and meeting notes; and analyzed grantmaking patterns.

The report that follows is intended to serve as part of the “institutional memory” of the McKnight Foundation's Southeast Asia grants program. Its heavy reliance on individual recollections may detract from its precision, but such reflections provide a vivid and inspiring understanding of the Foundation's compassion, commitment, and impact on the people and communities of Cambodia, Laos, and Vietnam.

INTRODUCTION AND SUMMARY

For nearly three decades the McKnight Foundation has sought to improve the lives of the most vulnerable peoples of Cambodia, Laos, and Vietnam. While geographic focus and grantmaking strategies have changed over time, evolving to address the economic and social needs of the populations, the commitment to assist marginalized communities and neglected populations has remained steadfast. Hallmarks of the regional program are its overarching goal of improving the lives of the countries' most vulnerable and marginalized people, its long-term commitment to the region, its emphasis on developing local organizational capacity and expertise to "lead locally," and the direct engagement of Foundation Board members with the program's grantees and beneficiaries.

The Southeast Asia program worked on a very small scale in the early 1980s, largely because of the personal interest and commitment of Jim (Mac) Binger – son of James H. Binger and Virginia McKnight and grandson of the McKnight Foundation founders. For the first decade (1983-1992) Foundation grants focused exclusively on assisting refugees living in camps along the Thai-Cambodian border. The grants focused on meeting basic needs and providing direct services, particularly health care, to the refugee population. Grants were made to U.S. organizations working in the area, and in particular supported the work of the American Refugee Committee (ARC), which is headquartered in Minneapolis. At the time, many Southeast Asian refugees were being resettled in the Twin Cities and additional grants supported the work of local organizations helping with resettlement.

In the 1990s, as many camps closed, the Foundation maintained its commitment to helping individuals displaced by war, but shifted its geographical focus to the communities and countries where many refugees were being repatriated, making significant grants to community-based programs in Cambodia, Laos and Vietnam. Initial grants continued to focus on basic needs (primarily health, education, and livelihood) but the Foundation's strategic approach gradually shifted away from the provision of humanitarian relief and direct services to focus on efforts that would have more systemic and sustainable impact and develop long-term local organizational capacity. The number of grantee organizations expanded, with a determined effort to support U.S. organizations that were working in partnership with local organizations in each country.

In 1999, the Foundation's program shifted away from specific sector grants (health, education, etc.) and began supporting integrated community development programs. Many more grants (almost one third of grants between 2000 and 2005) were provided directly to local rather than U.S. organizations. The program became increasingly strategic, with greater financial resources, dedicated professional staff, and extensive research. It continued its concentrated emphasis on building the capacity of indigenous organizations. The Foundation also began to support the victims of landmines – a tragic legacy of war.

In 2005, after comprehensive program assessments, research on regional priorities and needs, and the Board's direct interaction with local organizations and populations, the Foundation redefined the Southeast Asia program to focus specifically on sustaining and improving the livelihoods of the most vulnerable people in Cambodia, Laos and Vietnam. Increasingly, the Foundation recognized that sustainable livelihoods were intrinsically linked to rights to natural resources. As indigenous rights came under increased threat, the Foundation recognized that to protect individual livelihoods it would be required to support policy and advocacy work. In 2009 it revised its guidelines to focus directly on efforts to increase self-determination and improve livelihoods for indigenous and ethnic minorities; to increase community resource rights; and to support balanced approaches to the management of natural resources, both to benefit communities and to protect biodiversity.

WAR REFUGEES: MEETING BASIC HUMAN NEEDS

It is sometimes said that “all philanthropy is personal.” To a significant extent the McKnight Foundation's Southeast Asia program illustrates this adage. The regional program was inspired, nurtured, and shaped by Mac Binger, and its accomplishments are a testament to his concern, compassion and commitment.

Mac served two tours as a navy pilot in Vietnam and witnessed firsthand the war's devastating impact on the region's people and communities. He returned home to Minnesota with a profound interest in helping those displaced and devastated by the war. He proposed to all fellow Board members – including (his father James H. Binger, mother Virginia McKnight Binger, and sister Cynthia Binger Boyton (Cynnie) – that the Foundation begin to provide modest assistance to refugees living in camps on the Thai-Cambodian border. The Board agreed, and the McKnight Foundation's Southeast Asia program was set in motion.

With an initial grant in 1983, McKnight's support of refugees in temporary camps continued for roughly a decade. The support focused on the fundamental basic needs – particularly the health care needs – of the refugee population. Grants were limited to Minnesota-based organizations playing key roles in addressing refugee issues. In addition, the program was strongly influenced by the first-hand perceptions of Board members as they traveled in the region.

From the early 1970's to the early 1990's hundreds of thousands of individuals in Cambodia, Vietnam and Laos fleeing war, violence, and brutal political regimes sought safety, shelter and food in refugee camps along the Thai-Cambodian border. Most of these refugee camps were established by the Thai Government or the United Nations (UN). The Thai policy for the camps was “humane deterrence;” camps would provide a very basic level of humanitarian assistance but no more, in an effort to prevent them from becoming permanent settlements. At the same time the camps were used by the USA, Thailand and China to support a coalition of armed resistance groups, including the Khmer Rouge, to fight against the Vietnamese-supported regime in Phnom Penh. International non-governmental organizations (NGOs) provided essential support to the camps, including medical care, public health education, sanitation, and construction. One of these groups, American Refugee Committee (ARC), was Minneapolis-based.

The first known McKnight grant for Southeast Asia was made to ARC in 1983. The Foundation provided \$10,000 “to assist with medical staffing and hospital expenses” for Southeast Asian war refugees. Of the 10 known grants made between 1983 and 1990, eight supported ARC. Another grant, to the Minnesota-based Minors in Need of Resettlement, Inc., supported the reunification of children from refugee camps with their families in Minnesota and elsewhere. (Between 1982 and 1992 more than 36,000 Asian refugees emigrated to Minnesota; the state now has the second largest Hmong population in the United States.) From 1983 to 1990 the Foundation made a total of ten known grants totaling \$917,300, \$850,500 of which supported ARC.¹

In Mac’s words, the overarching goal in the early years was “to make life better for people who had been displaced.” The early work is generally described as “passion-driven” and something of an outlier or “splinter” project to the Foundation’s main grantmaking program. There was no dedicated international staff; the regional grants were managed by Nancy Latimer, senior program officer, with oversight from Executive Vice President Carol Berde. Mac recalls that Nancy “did a great job, but had little time to think strategically.” Nonetheless, Mac felt well-supported, noting that “they sure picked up and ran with it.”



Market stalls in Nong Samet refugee camp, one of the largest refugee camps on the Thai-Cambodian border, May 1984. Photo by Cameron Mccauley.

In 1985, Mac and Cynn timer made their first visit to the refugee camps. This visit and subsequent Board travel in the region greatly influenced the Foundation’s regional commitment and focus. Bob Medrala, ARC’s Thailand country director at the time, remembers the visit well:

They saw two camps when they first came. One was a camp on the Thai Cambodian border, and the other was a refugee processing center... Mac was out there in the camps, meeting the refugees themselves, seeing how they were able to maintain their dignity even though they had been stripped of their possessions, homeland, and freedom. Mac was really moved.

Mac, too recalls the visit and the camps vividly, describing the situation as “grim... we all felt terribly saddened and wanted to improve the situation.”

This initial trip inspired the Board and the family to travel much more, to learn firsthand the needs of the people and how the Foundation could best help. Mac returned to Southeast Asia three or four times in the 1990’s, with some trips including his father and Pat.

¹ A list of regional grants is included in Appendix 2.

Although the first decade of McKnight's Southeast Asia grantmaking may have been driven by passion and influenced by individual experiences, it nevertheless appears to have had significant impact. Bob Medralla notes that McKnight was the ARC's largest non-governmental donor for many years: "Their financial assistance to us funded medical supplies, medical caregivers, immunizations, maternal-child health, supplemental feeding programs... we looked to their support for years and years." And as a result,



Nong Samet refugee camp, May, 1984. Photo by Cameron Macauley.

Working with other agencies that were there, we (ARC) succeeded in making sure that everyone was properly immunized, and people were receiving as much education as possible about maintaining their health. The hospitals provided medical care that was the best available to people on either side of the border. Together, we kept that population healthy and alive for more than a decade until the UN was able to broker a settlement.

REFUGEE RESETTLEMENT: NEW CHALLENGES

In June 1989 in Geneva the International Conference on Indo-Chinese Refugees formulated and adopted a Comprehensive Plan of Action (CPA), designed to slow the flow of refugees and displaced people out of Vietnam and Laos. Meanwhile, the Cambodian civil war ended and four rival factions in Cambodia signed a peace agreement in Paris, which included a stipulation that the UN organize and implement a voluntary repatriation process for the Cambodians living in refugee camps on the border. This agreement led the United Nations High Commissioner for Refugees (UNHCR) to begin planning the largest repatriation process in the agency's history.

Between 1992 and 1993, 29,000 people in refugee camps were repatriated to Laos, over 110,000 to Vietnam, and over 360,000 to Cambodia. A later Cambodian repatriation effort in 1997-99 involved an additional 46,000 people.²

² Reintegration Programmes in South-East Asia: Lessons learned from UNHCR's Experience, p. 5

The McKnight Foundation commitment to assist war refugees continued and as many of the refugee camps closed the Foundation shifted its support to the communities where refugees were being repatriated in Cambodia, Laos, and Vietnam. Reflecting on this decision, Carol Berde remembers: “The Foundation didn’t just close up shop after the camps closed. It says a good deal about the level of emotional attachment to the work.” Mac agrees: “We felt a continuing need. We didn’t want to leave the situation. Once we get invested in something, we tend to stay invested. Even though the initial need was becoming resolved, we saw other ongoing needs.” Bob Medrala emphasizes why continuing to support returning refugees was important: “If you are encouraging people to go back to their homes you need to make sure they are going to situations in which they can do well. We wanted to help them rebuild.” Repatriation was not easy. Many refugees had lived in the camps for years and were understandably anxious about returning to their countries. Bob describes how many felt at the time:

Cambodia was still a Communist country and the current leaders were former Khmer Rouge leaders that had defected. So people were thinking, what are we going back to? The Cambodians we trained to be medical staff, many were teenagers or in their twenties when they first came to the border. They came from a middle class, urban lifestyle and then had lived in camps for years. And then are going back to what? To live in rural areas. To do what? Farming. It was hard for a great many of them.... It’s a credit to the people, who were so tired of fighting and suffering, that they made the best of it. They’d say, if I am going to be a farmer, I will do what I can to eke out a living for the sake of our children. Their children are what keep them going.

In anticipation of the massive repatriation, Bob made a series of visits to Cambodia to lay the groundwork for establishing an ARC program that would provide medical assistance for returning refugees and invited Mac to join him on one planning trip. This led to one of the Foundation’s earliest grants (1991) for refugee repatriation assistance: support to build a new public health clinic in the Pursat province of western Cambodia and to launch a community outreach program to encourage people to use the clinic.

In resettlement communities McKnight continued to focus primarily on healthcare and education. Over half of its grants (26 of 45) between 1991 and 1998 supported health initiatives that included the development of community health systems, delivering medical supplies, providing family planning, and AIDs prevention. Additional grants supported education, vocational training and development (10), village banking and credit programs (4), human rights in Cambodia (3), and general development efforts (4).

The decision to fund in these areas was based on, in Mac’s words: “What we were observing ... there were lots of opportunities, but certain things appeared to be the greatest need at the time. There were issues on which we could have an impact and in which we had an interest. We didn’t have that many dollars to spend, so we wanted to make them work as best we could.” He recalls that McKnight’s goal was “to help people get back on their feet and improve their health system, because there was not much available to them. They came back to a country totally war torn... they were basically starting over with systems: medical, education, agriculture. They were starting from the ground up.”

While the focus on healthcare continued, the Foundation's strategic approach shifted. Grants moved away from the provision of basic humanitarian relief and direct services to efforts that would have more strategic impact. To address this concern, the Foundation began to expand its grantmaking to include capacity development. Recognizing that the non-governmental organization (NGO) sector in these countries was still in its infancy, the Foundation funded programs that paired U.S.-based NGOs with indigenous NGOs and grassroots organizations. As Mac Binger recalls, "there weren't many NGOs yet in these countries. There was so much turmoil and everyone was worried about trying to make ends meet." Bob agrees: "Cambodia was a country that had been destroyed in the 1970's. It takes a long time to build up resources. It made sense to have outside assistance to work in partnership with the people who could eventually take over." The emphasis was very much on developing local capacity to achieve sustainable development; the Foundation would turn down requests that it felt reflected inadequate partnerships with local indigenous organizations, little potential for systemic impact, or that focused on relief rather than longer-term development.

In the mid-90's Mike O'Keefe, Mac, and Pat visited the Thai Burmese border, Vietnam, Cambodia, and Laos. They observed a number of improvements that resulted from McKnight's support and also decided to restrict its funding to Vietnam, Cambodia, and Laos. . "We visited rural medical clinics that were reestablished and staffed with medical personnel that could help people," Pat remembers. But she also recalls the overwhelming ongoing needs of the people, communities, and healthcare systems: "It was unbelievable. They would reuse the rubber tubes for drawing blood. Even in a large hospital in Vietnam, there were two people to a bed. We were visiting a group of nurses who were wonderful, but they had so little to work with. They were doing what they could with what they had."

From 1991-1998, when the Foundation was focusing on the health care and related issues of resettlement communities, the Foundation made 45 grants totaling \$4,172,687. By 1998, Southeast Asia grants totaled about \$900,000 per annum, or approximately one percent of the Foundation's grantmaking. The size of the grants ranged from \$4,500 to \$300,000. Of the 45 grants, 17 supported projects in Vietnam, 16 supported programs in Cambodia, eight supported initiatives in Laos, and three were for regional programs.

Program Assessment (1998)

In 1998, the McKnight Foundation engaged Peter Geithner – an Asia expert with 28 years of experience with the Ford Foundation – to help assess the impact of its Southeast Asia grantmaking program from 1992-1998. Geithner’s assessment concluded that the Foundation’s grantmaking had addressed problems “of central importance to the vulnerable populations in the three countries” and had supported U.S. NGOs “with demonstrated capacity to work on the ground with indigenous groups” and programs “with the promise of improving systems.” At a de-briefing meeting (October 13, 1998) with Board and staff (including Pat, Mac, Carol, and Nancy), Geithner recommended McKnight continue with its Southeast Asia grant program and maintain much of the same focus. Geithner went on to lead the group in a discussion focused on several key issues:

- *Geographical focus.* The group considered other regional refugee issues – e.g., the challenges faced by large populations of refugees on the Thai-Burmese border and the Burmese student exiles in Thailand – but decided to remain focused on Cambodia, Laos, and Vietnam.
- *Issue focus.* Within the group there was strong interest in addressing the important problem of land mines in Cambodia and Laos. The region was littered with landmines and unexploded ordnance (UXO) – “legacies of war” – and Mac in particular felt strongly that McKnight should get involved. The group agreed to conduct further research
- *Grantmaking strategy.* The group renewed the Foundation’s commitment to developing local NGO capacity. Members also discussed options for managing the grantmaking process, including partnerships with corporations, increased use of consultants, and/or a relationship with an in-country intermediary to re-grant funds and provide technical assistance.
- *Program integration.* The group explored the possibility of creating intersections between McKnight’s Southeast Asia, Africa, and U.S. grantmaking, but decided that the “lack of real synergistic effects” and practical difficulties deemed it not worth further investigation at that time.
- *Level of funding.* The group agreed that increased regional funding was warranted. The following February, the Foundation Board voted to increase its annual budget allocation for Southeast Asia to \$1 million.

To better understand landmine issues, McKnight enlisted consultant Mark Sidel to research and recommend strategies for the Foundation. Sidel laid out a range of strategies including banning production, mapping locations, de-mining affected areas, and assisting victims. The Board concluded that assisting victims was the best fit for the Foundation. It complemented the Foundation's work in health, it was an area in which small grants could make a great difference to individual people, and only a few other foundations were supporting victim assistance. While there was strong Board interest around de-mining and unexploded ordnance clearance, Sidel's evaluation suggested that de-mining was very expensive and already had strong support from multilateral, regional, national, and private donors. At the Foundation's June 1999 meeting the Board agreed to commit \$275,000 per year to support medical treatment and comprehensive services for landmine victims.

Landmine Casualties

Land mines and unexploded ordnance are a legacy of decades of war and US aerial bombings in Southeast Asia. Soldiers of various regimes buried anti-personnel and anti-vehicle landmines across the countryside, rarely recording their locations. More than 40,000 Cambodians have undergone amputations as a result of land mine injuries. Of the country's population of approximately 11.5 million, one in every 290 people is an amputee – one of the highest rates of any country. The rate of mine casualties appears to have peaked in 1996 with over 2,600 injuries, and fell to 600 by the year 2000. Poverty is a main cause of landmine injuries, as many victims are injured trying to survive and earn a living – farming, carrying water, collecting wood or searching for scrap metal to sell.

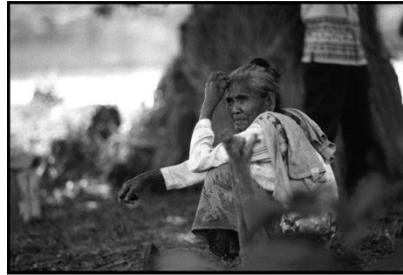
INTEGRATED RURAL DEVELOPMENT AND WAR LEGACIES

Beginning around 1999 and lasting until approximately 2005, the Foundation's Southeast Asia program began to move away from providing grants for healthcare and other individual issues (e.g., education) in favor of support for more integrated community development approaches. Integrated development was seen by many experts as a far more effective approach to economic development and social change, holistically addressing a whole range of community needs. Such an approach also better reflected the Foundation's domestic emphasis on "place-based" giving. In addition, the Foundation expanded its support for victims of landmines and UXO. It continued its emphasis on developing local organizational capacity, initiating its first direct grants to locally-based NGOs. The program continued to grow during the early 2000s and the Foundation invested in staff to lead the regional program and in research to better understand regional issues and priorities.

Of the 75 grants awarded during this phase of the Foundation’s work, 22 supported integrated development programs. For example, a grant to Cantho University in Vietnam supported a project integrating school reform, poverty alleviation and community development in a poor area of the Mekong Delta. In Laos, the Foundation supported community learning centers offering a variety of programs.



Children watching an election to designate a local resource management representative. Brao Village, Sekong River, Cambodia. *Photo by David Eberhardt*



An elder in Brao Village, Sekong River, Cambodia. *Photo by David Eberhardt*



Woman curing a basket, Vietnamese fishing camp, Mekong River, Cambodia. *Photo by David Eberhardt*

The second highest concentration of grants (15) supported village banking and micro-credit programs in Vietnam and Laos. Access to credit was seen as an essential ingredient of individual livelihoods and economic development, yet access to credit was scarce in many rural communities. Another cluster of grants (13) supported vocational training and livelihood development in Cambodia and several grants in Cambodia and Vietnam continued to address community health needs. Seven grants, primarily in Cambodia, focused directly on landmine victims. Several grants (five) supported education and a handful of grants supported other issues including sexual exploitation, youth development, and disaster relief.

Geographically, there was a shift towards Cambodia: 29 of the grants supported projects in that country. At the same time, 21 grants were directed at projects in Vietnam, 20 supported projects in Laos, and five had a multi-country focus. In part, the Cambodia emphasis was attributable to the fact that, following the Peace Accords and UN sponsored transitional period in 1993, Cambodia’s new openness made it much easier for international organizations to operate there. In addition, Cambodia was the first country in the region to allow local NGOs to register and initiate operations. In examining the intersection of geography with individual issues it is noteworthy that in Cambodia there was a high concentration of grants for vocational and income generation projects (many aimed at war victims) and a continued focus on basic health services. In Vietnam the Foundation focused on banking and microfinance, and began to initiate work with remote or highly impoverished communities. In Laos the focus was on integrated assistance to ethnic minority communities, along with education programs and banking/credit initiatives.

In 1999, the responsibility for the program shifted from Nancy Latimer to Dan Bartholomay, who had been with McKnight since 1995. Dan spent time “to learn about what we had done and were currently doing...and how to evolve the current work into something more strategic and thoughtful.” He and Mac traveled to the region in 1999 “to look at some of our projects, to talk with our grantees, to do an informal assessment, and to learn more about the region.” The trip reaffirmed the importance of the Foundation’s regional work and the grantmaking approach in

existence at that time. Dan and Mac reported that (1) the needs of the region and its population were vast, (2) there were relatively few funders in the region, and the McKnight Foundation was an important actor, (3) that “if you want to have your money go as far as possible, get it close to the ground.”

In the same year, Dan brought on Bruce Shoemaker as a consultant, initially to help with proposal reviews. A McKnight grantee had recommended Bruce, knowing that he had lived and worked in Laos for eight years, knew the region, and had recently returned to Minnesota. Gradually, Bruce’s engagement became more substantial and formalized. Dan reflects “We needed someone with experience living and communicating in the region, [someone] who had some like-minded philosophies around how work gets done. We wanted to use that capacity to understand what was going well – and not – on the ground, and how we could focus more.”

In 2003, Dan and Bruce proposed a more formal 18-month inquiry to assess the regional program and define its future direction. The Board was in favor of taking a fresh look at the work in Southeast Asia. Board member Ted Staryk remembers: “It was just time to do an evaluation. There was no particular concern or issue.” Bruce recalls that “it was somewhat staff driven. They wanted to develop a plan that was something that the Board could really back, that was interesting, strategic and unique.”

Bruce visited the region twice as part of the assessment. In the spring of 2003 he visited Cambodia, Laos, and Vietnam to assess the impact of Foundation investments; evaluate changing conditions in the area; and identify emerging issues, challenges, and possibilities for future partnerships that could strengthen McKnight’s program and improve program management. He reported that McKnight’s grantmaking was:

[Having] a significant and growing impact – making large differences in the basic quality of life (food security, income level, health, and educational status) of many thousands of families in Southeast Asia. As a result, the McKnight Foundation is increasingly well thought of in the region. There are actually few sources of flexible, medium-sized, private grants available for NGOs to upscale their operations, get creative new project initiatives off the ground, and leverage additional funding. We also have the opportunity to influence the practices and approaches of partner NGOs.³

Bruce highlighted a number of key issues, challenges, and questions for the Foundation to consider. He and Dan proposed an information gathering process to investigate several topics that would help the Foundation better define its most strategic role. The issues included: an analysis of funding priorities of other international aid donors to Cambodia, Laos, and Vietnam; involuntary resettlement policies in Laos that were having devastating impacts on livelihoods and well-being; microfinance trends in Cambodia and Vietnam where many large organizations had become involved and the field appeared to be saturated; war legacy issues in Vietnam; and the intersection of community development and environmental conservation. With respect to the last, it is worth noting that at this time the Foundation was receiving an increasing number of requests with these dual goals; the Foundation wanted to better understand the intersection of the issues, promising approaches, and likely impacts.

³ McKnight Foundation memo May 2003.

McKnight conducted internal research on the first two topics and engaged consultants to investigate the latter three. The major findings from these inquiries were:

1. Some regions within each country were relatively saturated with outside aid, while others – particularly the more remote provinces – had neglected needs. Several large donors had recently allocated significant resources to the issues that McKnight had been supporting: income generation/microfinance, health, education, war legacies. Issues identified as requiring assistance included sustainable agricultural improvement and income generation, particularly in remote and ethnic minority communities. Staff described this as “a huge opportunity for McKnight’s money to impact communities living on the edge of survival.”
2. Ethnic minorities were concentrated in the more remote areas of all three countries and suffered from discrimination and extreme poverty. In many areas, such minorities were subjected to involuntary resettlement and their customary land rights were being threatened.
3. While microenterprise was still important, the policy environment was changing, multilateral banks had begun funding the state banking systems in Vietnam and Cambodia, and a number of NGOs had developed independent programs in both countries that sometimes lacked coordination. There were still opportunities for McKnight to support innovative programs, but it was felt that the Foundation should target its investments more strategically and a recognition that microfinance was not a panacea for the poorest people and communities.
4. Poor communities were highly dependent on natural resources for food and individual livelihoods. Comprehensive community development strategies needed to include natural resource management and conservation efforts, and would fit well with McKnight’s focus on alleviating poverty and reaching ethnic minorities.
5. All three countries had fairly well-developed systems for prosthetic device production and outreach to landmine victims. However, the Foundation’s efforts in landmine risk education for children and economic opportunities for victims continued to be needed and justified.
6. While McKnight funding had theretofore focused on local impact, opportunities existed for research and policy projects that could lead to more widespread benefit for vulnerable ethnic minority communities.

When Bruce and Dan presented the assessment to the Board they were struck by its high level of enthusiasm and interest. Several Board members expressed a desire to visit the region; it was decided to hold off on re-defining program goals or guidelines until that could occur.

SUSTAINABLE LIVELIHOODS

In February 2005 several current Board members – Mac, Erika Binger, Ted Staryk, Peg Birk and Ben Binger – and Bruce spent ten days in Cambodia and Laos. As in past visits, this firsthand experience was critical to understanding local challenges and needs, and how the Foundation could be most effective. Bruce describes the trip as “an important moment for the program, in getting the Board interested in... a more coherent strategy. We went out on boat trips on the Mekong and learned about how ethnic minorities were being affected by development, met groups who were working on

indigenous rights and resource rights in the region.” Ted Saryk describes the trip as “tough.... We went to rural Cambodia, traveling on really bad roads and on rivers, going to these little villages in the middle of nowhere. We met with leaders of villages, and they would tell us what was happening to them, how life was changing dramatically.”

The trip led to a new strategic goal, approved by the Board in May 2005, “to strengthen local institutions and initiatives that sustain and improve the livelihoods of the most vulnerable people and communities in Laos, Cambodia, and Vietnam.” The creation of this goal reflected several key decisions: the population to be served; the most critical issues to address; and the grantmaking strategies that would most likely produce sustainable change.

The Board no longer saw the McKnight program as largely about addressing war legacies, but as increasingly oriented towards “helping disenfranchised populations.” Mac observes “war legacy issues – unexploded ordnance – didn’t make a lot of sense anymore. Much had been accomplished and much of the ordnance left was from later conflicts.” Mac describes the new Foundation direction as focused on “the very poor people that were not being treated appropriately by their government.” More specifically, there was agreement on the urgency of addressing the needs of the ethnic minorities that were becoming increasingly marginalized, as well as the empowerment of vulnerable women and girls.

It was the Board’s view that economic security, in the form of sustainable livelihoods, comprised the greatest need of these marginalized groups and it is here that the Foundation decided to focus. There was also a recognition that economic livelihood was intrinsically linked to issues of natural resource protection and access to resources rights. Accordingly, the Foundation came to view the effort to protect and manage natural resources as a key strategy in assisting vulnerable communities.



A fisherman throws a catfish to his bamboo trap (called a “li”) during fish migration season in July. *Photo by Suthep Krisanavarin.*

But the question of how to have the longest lasting impact on the target constituency remained. There was some sentiment for moving from community development to policy intervention. Ted remembers “it started in a debriefing at the end of our trip. We were talking about the importance of land and water rights to livelihoods. We realized that if we were going to support livelihoods we needed to pursue advocacy.” Mac had similar sentiments: “Land expropriation was taking place and timber was being harvested where it should have not been. People were exposed to losing their small plots of land to dam construction by big organizations coming in and making use of resources that they pretty much took... We saw a need to help those who were overpowered by corrupt governments and big powerful groups.” Bruce confirms this view: “The Board heard from local leaders and NGOs that the main issue was that people were losing their land to outside investors, often as part of large mining or hydropower projects or other land concessions. It was a policy

issue, and we couldn't address it just through technical training.” In Cambodia, an increasingly strong network of local agencies were beginning to address these issues, by establishing local fishing conservation zones, community forests, and village organizing, and working on policy at the provincial and national level.

As in many foundations, however, some members of the Board were hesitant to move into policy work. In the end the Board voted to limit advocacy efforts to ten percent of the regional grantmaking budget.

Many of the Foundation's grants addressed the priorities – marginalized populations, sustainable livelihoods, and issues of resource rights – in an integrated way. In Vietnam, the focus shifted toward resource-related livelihoods, particularly among ethnic minority girls and women. In Laos, grants helped to develop livelihoods among isolated Hmong and other ethnic minority villages, and continued to provide education support for marginalized communities. There was also initial support for advocacy work in communities directly affected by hydropower projects. In Cambodia more than a dozen grants supported livelihood development, including small scale fisheries, forestry management, local craft production, and the development of local marketing systems – with many supporting ethnic minorities and women threatened by sex and labor trafficking. There was still a commitment to landmine victims, but the focus here also shifted towards livelihoods, with grants to provide landmine/unexploded ordnance (UXO) survivors and their families with assistance aimed at long-term self-sufficiency.

The Foundation held fast to its commitment to increase local organizational capacity. The Foundation's new guidelines prioritized initiatives that maximized the use of local resources and sought to minimize out-of-country management and overhead costs.

The new strategy was coupled with increased investment and new leadership. At the May 2005 Board meeting the members increased the Foundation's regional commitment to 2% of the Foundation's annual budget--approximately \$2 million. In 2006, Kate Wolford joined the Foundation as executive director. Kate came with a background in international community development, having served 13 years as president of Lutheran World Relief. In 2008, Kate hired Jane Maland Cady to be McKnight's first international program director. Kate observed that “we were overextending our capacity” in terms of the workload on such a small staff, and the Foundation needed to be able to “keep up with the field” in effectively managing its international programs. Bruce's role also expanded. Beginning in 2005 Bruce was awarded an annual contract to serve as an advisor for the program and to be regularly involved in grant reviews, grant monitoring, site visits, and communication with grantees.

INDIGENOUS RIGHTS, NATURAL RESOURCES, AND THE ROLE OF ADVOCACY

The regional controversies around resource rights became more acute and beginning in 2008-09 the Foundation received more and more requests to support policy issues and advocacy initiatives.

At the same time, the Foundation also observed a dramatic decline in landmine/UXO accidents, due to the passage of time and the success of clearance and education efforts. Bruce recalls: “We felt that we had accomplished what we had set out to do (for landmine victims). There was a lot of government funding on these issues, and the casualties had gone way down. We decided to phase out the war legacy work.” At the same time, the “natural resource issues were so important and compelling – we decided to make this a major focus of the program.”

In November 2009, the Board redefined the Southeast Asia program mission: *Through community building and empowerment, we use our resources to strengthen local institutions and initiatives that sustain and improve the livelihoods of the most vulnerable people in Cambodia, Laos, and Vietnam.* To achieve this goal, the Foundation developed three key strategies:

- Supporting efforts to increase self-determination for indigenous and ethnic minority communities.
- Supporting efforts to increase community resource rights related to rural land, forests, rivers and coastal resources, and, in some cases, urban land and housing.
- Supporting balanced approaches toward better management of natural resources in ways to support both local communities and biodiversity conservation.

According to Bruce, this new approach recognized that conventional development aid programs in the region were doing more harm than good and that community empowerment, based on the preservation and protection of existing cultures and livelihood systems, particularly for vulnerable indigenous communities, needed to be at the core of the program. At this juncture the Board also voted to eliminate the 10% cap on advocacy funding because it had become increasingly difficult to separate policy and advocacy efforts from the grassroots community organizing work that the Foundation was supporting. In addition, an increasing number of local organizations had acquired the capacity and skills to be influential in the policy arena. In an effort to improve program management efficiency and increase program impact the Board also decided to be more explicit about the program’s geographic focus within countries, identifying northeast Cambodia, southern Laos, and northern Vietnam, with some additional urban and coastal work, as the program’s principal arenas. At the same time, it reserved the flexibility to consider unique or innovate initiatives elsewhere. Overall, the Foundation significantly increased its shift towards direct grantmaking to local organizations in Cambodia and Vietnam and, to some extent, Laos.

By 2009, threats of potential dam projects on the lower Mekong River had become more serious. While there had been proposals and schemes to dam the river to generate electricity since the 1960’s, none had been approved. China’s dams on the upper Mekong had already begun causing downstream impacts, with declining fisheries and changing water levels adversely affecting

livelihoods in communities along the Thai-Lao border.⁴ Beginning in 2006, the Cambodian, Lao and Thai governments had granted approval for companies to explore the possible creation of 11 large hydropower dams on the river.⁵ The proposed dams would block major fish migrations and threaten the food security and income of millions of people. Moreover, after the Amazon, the Mekong basin is the second richest area of biodiversity in the world and accelerated dam construction would undeniably threaten the health of the ecosystem.

McKnight Foundation funding would prove to be crucial in fighting these threats. The Foundation provided essential seed money to build networks and coalitions of organizations around Mekong River issues, funds that helped local, national and international groups bridge and cross political borders. Especially prominent among such efforts, The ‘Save the Mekong’ Coalition, funded in part by McKnight, has performed critical advocacy work, leveraging strong local engagement and international policy efforts. Another McKnight partner, Bridges Across Borders Cambodia, has been instrumental in successfully convincing the World Bank to reassess its support to the Cambodian government for a controversial development project that has threatened over 400 families living around Boeung Kak Lake in Phnom Penh with forcible eviction.

Natural Resource Rights

A large percentage of people living in rural Laos, Cambodia and Vietnam rely on natural resources (forests, rivers, land) for their livelihoods – particularly indigenous populations in the region’s poorest and most marginalized communities. Over the past five years (check), national governments have increasingly leased land to international corporate interests for mineral extraction, plantations, and energy projects. States invoke eminent domain to take private or communal land without the consent of landowners or land users. These lands have belonged to indigenous communities for hundreds or thousands of years, or have been recognized as a common property resource open to all. In some cases, entire communities have faced a forced relocation to accommodate industrial projects (the Son La hydropower dam in Thailand required the relocation of 90,000 Thai minorities). At the same time, critical resources are declining due to overharvesting— particularly timber and fisheries – by commercial enterprises, governments, and growing rural populations.

Kate and Jane travelled to the region in January 2011, the first such visit in six years. Representatives from the McArthur and Margaret A. Cargill Foundations participated in part of the trip, helping to establish a foundation for collaboration that McKnight hopes to continue. Both felt that the hiatus had been “too long,” but it was also clearly a testament to Bruce’s abilities. Kate reflects that before the visit “I was reading a portfolio of interesting grants, but I wasn’t able to see the whole.” Jane described the trip as a chance to “see the reality. I could see that the networking strategy was critical, strategic, and effective.” As she describes it, the visit gave Kate confidence that the Foundation was achieving significant leverage and impact with a relatively small amount of money. She saw that “Peoples’ livelihoods improved because of the resources and tools we put at their disposal. People were benefiting economically from the protection of natural resources.”

⁴ International Rivers website <http://www.internationalrivers.org/en/node/2257>

⁵ Save the Mekong Coalition website <http://www.savethemekong.org/>

CONCLUSION

The tapestry of McKnight Foundation involvement in Southeast Asia is as intricate in its weaving as it is eloquent in the story it tells. It is a story that begins like many stories in effective philanthropy, one gestated in personal experience, born in hope, and brought to maturity through shared convictions and a healthy respect for the inevitability of program evolution. The narrative has seen the entrance and departure of an impressive cast of *dramatis personae* over time, and it is a tribute to the Foundation and its principals that the energy and impact of the program remains undiminished.

It seems fitting to conclude this brief retrospective of a Foundation's hopeful engagement in a remote region of the globe with the words of the current Foundation president, who will oversee the program into the future. Kate – who describes the Southeast Asia Program as very “McKnight-like” – puts it thus:

At our best, we are a really place-based funder. We develop a very deep knowledge of context – physical, cultural, economic and social – and we develop deep relationships with nonprofits on the ground. Within that knowledge of place, it's about figuring out how to empower local leadership, and be supportive of project goals and organizational capacity – we see grantees as a means to an end but also as an important part of social capital – a critical part of the functioning of the community.

APPENDIX 1: LIST OF INTERVIEWEES

Dan Bartholomay	Former Region and Communities Program Director, McKnight Foundation
Carol Berde	Former Executive Vice President, McKnight Foundation
Mac Binger	Former Board Member, McKnight Foundation
Pat Binger	Board Member, McKnight Foundation
Jane Maland Cady	Program Director, International Programs, McKnight Foundation
Bruce Shoemaker	Southeast Asia Program Consultant, McKnight Foundation
Bob Struyk	Current Board Chair, McKnight Foundation
Ted Stryk	Incoming Board Chair, McKnight Foundation
Bob Medrala	Former Thailand Country Director, American Refugee Committee (ARC)
Kate Wolford	President, McKnight Foundation

APPENDIX 2: SOUTHEAST ASIA GRANTS (JAN 1983-MAY 2011)

Year	Grant #	Organization Name	Purpose	Grant
1983	83-046	American Refugee Committee	Medical staffing and hospital expenses in overseas program to assist southeast Asian war refugees	Grant: 25,000
1984	84-251	American Refugee Committee	Refugee medical program at Phanatnikhom, Thailand	Grant: 25,000
1985	85-574	American Refugee Committee	General purposes	Grant: 5,000
1985	85-297	American Refugee Committee	1985 operating support and cash reserve fund	Grant: 100,000
1985	85-162	American Refugee Committee	Completion of licensed practical nurse training for 50 Southeast Asian refugees	Grant: 50,000
1986	86-023	American Refugee Committee	Medical relief programs in Third World countries	Grant: 32,500
1988	88-193	American Refugee Committee	Support for program serving refugees in Thailand	Grant: 235,500
1989	89-238	Minors in Need of Resettlement, Inc.	Program to assist the reunification of children from refugee camps in Thailand with their families in Minnesota and elsewhere in the United States	Grant: 55,000
1990	89-275	American Refugee Committee	Support for refugee programs in Thailand and Malawi	Grant: 400,000
1990	90-042	Cambodian Children's Education Fund, Inc.	Program to build an effective educational system in Cambodia	Grant: 11,800
1991	91-117	Aid to Southeast Asia, Inc.	Startup support for an organization soliciting and transporting donated medical equipment and supplies to hospitals in Vietnam	Grant: 40,000 Term: 24 Months
1991	90-585	American Refugee Committee	Purchase vehicles to assist in working with Cambodian refugees in Southeast Asia	Grant: 46,000 Term: 12 Months
1991	90-570	Cambodian Children's Education Fund, Inc.	Support for program to build an effective educational system in Cambodia	Grant: 4,500 Term: 12 Months
1991	91-346	Case Western Reserve University	Funds for a pilot project to strengthen children's health services in Laos	Grant: 170,000 Term: 24 Months
1991	90-472	Refugee Policy Group	Project support to study the repatriation of Cambodian refugees in Thailand and the special needs of displaced Cambodian women and children	Grant: 25,000 Term: 12 Months
1991	91-349	The Asia Foundation	Expansion of small business development training for Khmer women in refugee camps on the Thai-Cambodian border	Grant: 100,000 Term: 12 Months
1992	92-025	American Refugee Committee	Funds for primary health care services and training at Thai refugee camps and in Cambodia	Grant: 125,000 Term: 12 Months
1992	92-180	Cambodian Children's Education Fund, Inc.	Support for an improved educational system in Cambodia	Grant: 20,000 Term: 12 Months
1992	92-574	International Voluntary Services, Inc.	Funds for an HIV/AIDS risk-reduction program in Vietnam	Grant: 40,000 Term: 12 Months
1992	91-752	Planned Parenthood Federation of America, Inc.	Support for family planning services in Laos	Grant: 77,000 Term: 36 Months

Year	Grant #	Organization Name	Purpose	Grant
1992	92-494	The Asia Foundation	Continuing support for a project to assist women in Cambodia to develop businesses and receive training in service occupations	Grant: 150,000 Term: 12 Months
1993	93-671	Aid to Southeast Asia, Inc.	Funds to deliver medical supplies to hospitals and clinics in Vietnam	Grant: 40,000 Term: 24 Months
1993	93-268	Aid to Southeast Asia, Inc.	Funds to deliver medical supplies to hospitals and clinics in Vietnam	Grant: 15,000 Term: 12 Months
1993	92-918	American Refugee Committee	Support for health and development programs in Southeast Asia	Grant: 100,000 Term: 12 Months
1993	93-362	Case Western Reserve University	Funds to strengthen child and community health systems in Laos	Grant: 300,000 Term: 36 Months
1993	92-829	Foundation for International Scientific Cooperation, Inc.	Funds to train Vietnamese nurses to improve health care in Vietnam	Grant: 130,000 Term: 12 Months
1993	93-387	Southeast Asia Resource Action Center	Funds for a malaria prevention and education pilot project in Binh Thuan Province, Vietnam	Grant: 90,000 Term: 12 Months
1993	93-172	World Education, Inc.	Funds for vocational education and community learning centers in Attapeu province in Laos	Grant: 122,000 Term: 12 Months
1994	93-945	American Refugee Committee	Funds for development programs for refugees in Southeast Asia	Grant: 225,000 Term: 36 Months
1994	94-579	International Voluntary Services, Inc.	Funds for the Vietnam Women's Union's AIDS Prevention Project	Grant: 30,000 Term: 12 Months
1994	94-162	Save the Children Federation, Inc.	Funds for the Poverty Alleviation and Nutrition Program, and to establish a training center in Vietnam	Grant: 120,000 Term: 12 Months
1995	95-160	Catholic Relief Services	Funds for a village banking program for rural women in Cambodia	Grant: 116,000 Term: 24 Months
1995	95-361	Foundation for International Scientific Cooperation, Inc.	Funds for preventive health and development services in the central highlands of Vietnam	Grant: 75,000 Term: 36 Months
1995	95-477	PATH	Funds to train pharmacists in Cambodia	Grant: 50,000 Term: 12 Months
1995	95-468	World Education, Inc.	Funds to expand vocational education and community learning centers in Laos	Grant: 105,000 Term: 12 Months
1996	96-466	American Refugee Committee	Funds for community outreach and health care activities for displaced people in Cambodia	Grant: 30,000 Term: 12 Months
1996	96-069	Case Western Reserve University	Funds to improve the child and community health system in Laos	Grant: 175,000 Term: 12 Months
1996	96-169	International Human Rights Law Group	Funds for human rights training for nongovernmental organizations in Cambodia	Grant: 50,000 Term: 12 Months
1996	96-230	International Institute of Rural Reconstruction	Funds to develop post-harvest technologies for gardening programs in Vietnam	Grant: 55,000 Term: 12 Months
1996	96-612	International Voluntary Services, Inc.	Funds to expand an AIDS prevention project in Vietnam	Grant: 50,000 Term: 12 Months
1996	96-730	Maine Medical Center	Funds for a physician training program and family practice center in Vietnam, in collaboration with the Hanoi Medical College	Grant: 150,000 Term: 48 Months
1996	96-638	Save the Children Federation, Inc.	Funds to expand the Poverty Alleviation and Nutrition Program throughout Vietnam	Grant: 110,000 Term: 24 Months
1997	97-726	Catholic Relief Services	Funds for a village banking program for rural women in Cambodia	Grant: 200,000 Term: 36 Months
1997	97-187	International Human Rights Law Group	Funds for human rights training for nongovernmental organizations in Cambodia	Grant: 50,000 Term: 12 Months

Year	Grant #	Organization Name	Purpose	Grant
1997	97-189	Oxfam America, Inc.	Funds to improve health care capacity and microlending programs in Cambodia	Grant: 70,000 Term: 24 Months
1998	98-105	Case Western Reserve University	Funds to continue strengthening the child and community health systems in Laos	Grant: 200,000 Term: 36 Months
1998	97-843	Counterpart International, Inc.	Funds for vocational training and employment services in Hai Phong, Vietnam	Grant: 150,000 Term: 24 Months
1998	97-868	Foundation for International Scientific Cooperation, Inc.	Funds for preventive health and community development activities in the Vietnamese central highlands	Grant: 50,000 Term: 12 Months
1998	98-415	International Human Rights Law Group	Funds for human rights training for nongovernmental organizations in Cambodia	Grant: 30,000 Term: 12 Months
1998	97-927	International Institute of Rural Reconstruction	Funds to expand a project to develop post-harvest technologies in Vietnam	Grant: 120,000 Term: 24 Months
1998	97-959	PATH	Funds for pharmacy training and community health education in Cambodia	Grant: 49,687 Term: 12 Months
1998	97-1059	Refugees International	Funds to stimulate support for grassroots development projects in Cambodia and Laos	Grant: 80,000 Term: 24 Months
1998	98-743	Save the Children Federation, Inc.	Funds for a group lending program to provide small loans for home-based businesses in Vietnam	Grant: 137,500 Term: 24 Months
1998	97-669	Save the Children Federation, Inc.	Funds to expand the Poverty Alleviation & Nutrition Program in Vietnam by adding a microlending component	Grant: 50,000 Term: 12 Months
1998	97-674	World Education, Inc.	Funds for education and community action in rural Laos	Grant: 50,000 Term: 12 Months
1999	99-365	ActionAid	Funds for a women's banking and credit program in the Lai Chau and Quang Ninh provinces of Vietnam	Grant: 50,000 Term: 12 Months
1999	99-541	American Friends Service Committee	Funds to assist land mine victims with employment education and to support staff of the Cambodia School for Prosthetics and Orthotics	Grant: 207,000 Term: 24 Months
1999	99-093	Crista Ministries	For the Wapi/Salavan Community Development Project, serving six villages in the Salavan Province of Laos	Grant: 100,000 Term: 24 Months
1999	99-007	Foundation for International Scientific Cooperation, Inc.	For a preventive health and microcredit program serving villages in the central highlands of Vietnam	Grant: 100,000 Term: 24 Months
1999	99-118	Friends Without a Border	To train medical personnel at Angkor Hospital for Children in Siem Reap, Cambodia	Grant: 50,000 Term: 24 Months
1999	99-172	PATH	To expand pharmacy training and community-based healthcare training in Phnom Penh, Cambodia	Grant: 150,000 Term: 36 Months
1999	99-517	Vietnam Veterans of America Foundation	Funds for vocational training and employment opportunities for land mine victims	Grant: 100,000 Term: 12 Months
1999	99-183	World Education, Inc.	Funds for community education and development in the Salavan Province of Laos	Grant: 100,000 Term: 12 Months
2000	00-484	Catholic Relief Services	For a homestead crop production program in Cambodia	Grant: 183,000 Term: 36 Months
2000	99-1174	Doctors of the World - USA Inc.	To improve access to healthcare and improve the quality of healthcare for ethnic minority people in the rural Hoa Binh Province of Vietnam	Grant: 120,000 Term: 36 Months
2000	99-879	Oxfam America, Inc.	For the Banks of the Mekong Program, and for the Cambodian Health Committee, two projects focused on improved health and economic status for people in rural Cambodia and Vietnam	Grant: 200,000 Term: 24 Months

Year	Grant #	Organization Name	Purpose	Grant
2000	00-939	Oxfam America, Inc.	For emergency flood relief activities of the Cambodian Health Committee in the Svey Rieng Province of Cambodia	Grant: 20,000 Term: 12 Months
2000	00-638	Refugees International	To stimulate support for grassroots development projects in Cambodia and Laos	Grant: 100,000 Term: 24 Months
2000	99-789	Save the Children Federation, Inc.	Funds for a microcredit and nutrition improvement program for women in rural Vietnam	Grant: 20,000 Term: 12 Months
2000	99-1143	Save the Children Federation, Inc.	To expand a microfinance program in Vietnam	Grant: 125,000 Term: 24 Months
2000	00-750	Vietnam Veterans of America Foundation	To support a silk scarf enterprise for land mine survivors in Cambodia	Grant: 120,000 Term: 12 Months
2001	00-862	ActionAid	For a community banking program in Vietnam	Grant: 57,000 Term: 36 Months
2001	01-922	Cambodian Medical Services Support Organization	For medical training for medical practitioners and villagers in the Ratanakiri province of Cambodia	Grant: 60,000 Term: 24 Months
2001	01-1024	Community Health International	To develop Community Learning Centers in rural villages in Laos	Grant: 150,000 Term: 36 Months
2001	01-980	Concern Worldwide US Inc.	To pilot a microfinance model targeted to women in three provinces in Laos	Grant: 30,000 Term: 12 Months
2001	01-1096	Friends Without a Border	To train medical personnel at the Angkor Hospital for Children in Siem Reap, Cambodia	Grant: 75,000 Term: 36 Months
2001	01-745	Gems of Hope	For a microfinance program for women in Vietnam	Grant: 33,500 Term: 12 Months
2001	01-093	Healthcare Center for Children	To prevent the sexual exploitation of women and children in Cambodia	Grant: 30,000 Term: 24 Months
2001	01-1028	Heifer Project International, Inc.	For a livestock health improvement project in Cambodia	Grant: 150,000 Term: 36 Months
2001	00-1108	International Institute of Rural Reconstruction	To expand from Vietnam to Cambodia a project that increases the income of household gardeners by reducing post-harvest losses	Grant: 140,000 Term: 24 Months
2001	00-1076	Laubach Literacy International	For the Literacy Solutions in Health and Micro-Finance program in Laos and Cambodia	Grant: 25,000 Term: 12 Months
2001	01-135	The Global Fund for Children	To build the capacity of NGOs in Cambodia and Vietnam	Grant: 25,000 Term: 12 Months
2001	00-1075	Village Focus International	For community education and development in Laos	Grant: 179,000 Term: 24 Months
2001	00-1187	Voluntary Service Overseas Canada	For a nurse and midwifery training program in Cambodia	Grant: 125,000 Term: 24 Months
2001	01-780	World Education, Inc.	For the Mine Risk Education for Children project in northwestern Cambodia	Grant: 125,000 Term: 24 Months
2001	01-410	ZOA-Lao PDR	For a health and capacity-building project in the Xieng Khouang Province of Laos	Grant: 80,000 Term: 24 Months
2002	02-726	ActionAid USA	For a community banking program in Vietnam	Grant: 72,000 Term: 24 Months
2002	02-191	American Friends Service Committee	For hydrology, agriculture, microcredit, and education projects in four rural districts in Vietnam	Grant: 205,000 Term: 24 Months
2002	01-1489	Angkor Participatory Development Organization	For community economic development activities for people living near the Angkor Archaeological Park in Cambodia	Grant: 60,000 Term: 24 Months
2002	01-789	CUSO	For a project to promote integration between public and traditional healthcare systems in the Lao PDR	Grant: 48,260 Term: 24 Months

Year	Grant #	Organization Name	Purpose	Grant
2002	01-1297	Friends of Hue Foundation	For economic development projects for impoverished people in central Vietnam	Grant: 37,000 Term: 36 Months
2002	01-1371	Greater Seattle Vietnam Association	For a vocational skills training program for Cambodian landmine survivors	Grant: 30,000 Term: 12 Months
2002	02-619	Jhai Foundation	For a weaving project business model for Lao women	Grant: 18,800 Term: 12 Months
2002	02-664	Netherlands Development Organization	For a microcredit and business skills training program for women in Vietnam	Grant: 80,000 Term: 24 Months
2002	02-1020	Participatory Development Training Center	for a project that establishes microenterprise programs in rural communities in Laos	Grant: 82,000 Term: 24 Months
2002	01-1208	Population and Development International	For the Integrated Family Health and Food Security Project in the Nghe An Province in Vietnam	Grant: 80,000 Term: 24 Months
2002	01-1356	Save the Children Federation, Inc.	For a microfinance program for women in Vietnam	Grant: 240,000 Term: 24 Months
2002	01-1539	The Cambodia Trust	For a rehabilitation, education, and training program for disabled people that live in remote areas of Cambodia	Grant: 75,000 Term: 12 Months
2002	02-740	The Global Fund for Children	To build the capacity of grassroots organizations that assist young people in Cambodia, Vietnam, and Laos	Grant: 40,000 Term: 24 Months
2002	02-557	The Vietnamese Heritage Institute	For a revolving credit loan and agriculture and forestry training program for families living near the Tram Chim National Park in Vietnam	Grant: 20,000 Term: 12 Months
2002	02-157	Vietnam Veterans of America Foundation	To expand a silk scarf enterprise that employs land mine survivors in Cambodia	Grant: 240,000 Term: 36 Months
2002	02-721	Village Focus International	For a sustainable agriculture program in Laos	Grant: 75,000 Term: 12 Months
2003	03-753	Cambodian Medical Services Support Organization	For medical training for medical practitioners and villagers in the Ratanakiri province of Cambodia	Grant: 60,000 Term: 24 Months
2003	03-566	Christian Reformed World Relief Committee	For a health and capacity-building project in the Xieng Khouang Province of Laos	Grant: 70,000 Term: 24 Months
2003	03-147	Clear Path International, Inc.	For a vocational skills training program for Cambodian landmine survivors	Grant: 60,000 Term: 24 Months
2003	03-179	Concern Worldwide US Inc.	To develop a microfinance policy framework in Laos	Grant: 60,000 Term: 24 Months
2003	02-1369	Crista Ministries	For the Salavan Community Development Project, serving 16 villages in the Salavan Province of Laos	Grant: 45,000 Term: 24 Months
2003	03-460	Culture and Environment Preservation Association	For fishery and forestry management programs, a sustainable development advocacy project, and an environmental activist training project in the Stung Treng province of Cambodia	Grant: 45,000 Term: 24 Months
2003	02-1454	Doctors of the World - USA Inc.	To improve healthcare quality and access for ethnic minority people in the rural Hoa Binh Province of Vietnam	Grant: 30,000 Term: 12 Months
2003	03-864	Fauna and Flora International	For a conservation and community development program in Cambodia	Grant: 35,000 Term: 12 Months
2003	02-1252	Global Association for People and the Environment	For an education and community development project in the Champasak Province of Southern Laos	Grant: 40,000 Term: 12 Months
2003	03-415	International MarineLife Alliance	For a sustainable fishing program at the Xuan Thuy Nature Reserve in Vietnam	Grant: 70,000 Term: 24 Months

Year	Grant #	Organization Name	Purpose	Grant
2003	03-182	Oxfam America, Inc.	To support the Fisheries Action Coalition Team, an effort to build the capacity of communities in Cambodia's Mekong catchment and the Great Lake Tonle Sap regions	Grant: 35,000 Term: 12 Months
2003	03-791	PATH	For a pharmacy capacity building project to improve reproductive health service delivery in the Thanh Hoa Province of Vietnam	Grant: 50,000 Term: 24 Months
2003	03-457	POWER International	For a mentoring program for graduates of the Cambodian School of Prosthetics and Orthotics who return to Laos to work	Grant: 25,000 Term: 12 Months
2003	02-1384	Refugees International	To stimulate support for grassroots development projects in Cambodia and Laos	Grant: 80,000 Term: 24 Months
2003	02-1370	Village Focus International	For a village capacity building and education program in the Salavan Province of Laos	Grant: 180,000 Term: 24 Months
2004	03-1060	ActionAid USA	For a community banking program in the Quang Ninh Province of Vietnam	Grant: 30,000 Term: 12 Months
2004	03-1058	Angkor Participatory Development Organization	For community economic development activities for people living near the Angkor Archaeological Park in Cambodia	Grant: 70,000 Term: 24 Months
2004	04-512	Cantho University	For a project that integrates school reform with community development and poverty alleviation in a poor area of the Mekong delta in Vietnam	Grant: 35,000 Term: 12 Months
2004	04-140	Catholic Relief Services	For the Integrated Farming and Marketing Systems Program in Cambodia	Grant: 195,000 Term: 36 Months
2004	04-152	Centre d'Etude et de Developpement Agricole Cambodgien	For an agricultural training program in the Ratanakiri Province of Cambodia	Grant: 50,000 Term: 24 Months
2004	04-836	Community Learning International	To support Community Learning Centers in rural villages in Laos	Grant: 110,000 Term: 24 Months
2004	04-1028	Earth Island Institute	For a coastal management training program in Cambodia	Grant: 50,000 Term: 24 Months
2004	04-787	Friends Without a Border	To train medical personnel at the Angkor Hospital for Children in Siem Reap, Cambodia	Grant: 99,000 Term: 36 Months
2004	04-255	Global Association for People and the Environment	For an education and community development project in the Champasak Province of Southern Laos	Grant: 80,000 Term: 24 Months
2004	04-157	Healthcare Center for Children	To evaluate a program that prevents the sexual exploitation of women and children in Cambodia	Grant: 2,220 Term: 12 Months
2004	04-762	Khmer Ahimsa	For a community building program in the Koh Kong Province of Cambodia	Grant: 35,000 Term: 24 Months
2004	04-872	Oxfam America, Inc.	For a program that works to strengthen the livelihoods of small-scale fishers and farmers in the Mekong River Basin in Cambodia	Grant: 140,000 Term: 24 Months
2004	03-1086	Save the Children Federation, Inc.	For a microfinance program for women in Vietnam	Grant: 120,000 Term: 24 Months
2004	04-120	The Cambodia Trust	For a rehabilitation, education, and training program for disabled people that live in remote areas of Cambodia	Grant: 120,000 Term: 24 Months
2004	03-897	Viet Nam Plus	For a variety of community development projects in the Bihn Thuan Province of Vietnam	Grant: 71,000 Term: 24 Months
2004	04-837	World Education, Inc.	For a livelihoods development program for girls and young women in Cambodia	Grant: 115,000 Term: 24 Months

Year	Grant #	Organization Name	Purpose	Grant
2004	04-510	World Rehabilitation Fund	For a craft production and marketing program for Cambodian landmine survivors	Grant: 85,000 Term: 24 Months
2004	04-275	World Wildlife Fund, Inc.	For the Community-based Forest Management for Conservation and Sustainable Development project in the Upper Sekong Watershed in Laos	Grant: 74,259 Term: 24 Months
2005	05-978	Cambodian Volunteers for Community Development	for a new vocational training center for landmine survivors and an associated rice mill sustainability project in the Battambang Province of Cambodia	Grant: 105,000 Term: 24 Months
2005	05-1036	Cantho University	for a livelihood development project in the Tra Vinh Province of Vietnam	Grant: 75,000 Term: 36 Months
2005	04-1185	CARE Cambodia	for the Highland Children's Education Project in the Ratanakiri Province of Cambodia	Grant: 28,000 Term: 12 Months
2005	05-985	Center for Marinelife Conservation and Community Development	for a marine conservation, fisheries, and livelihoods improvement project at two coastal locations in Vietnam	Grant: 80,000 Term: 24 Months
2005	05-986	Christian Reformed World Relief Committee	for an integrated community development project for isolated ethnic Hmong villages in northern Laos	Grant: 70,000 Term: 24 Months
2005	05-977	Clear Path International, Inc.	for a landmine/UXO survivor assistance program in central Vietnam and close-out costs for a vocational training center for landmine survivors in Cambodia	Grant: 75,000 Term: 24 Months
2005	05-976	Concern Worldwide US Inc.	to develop a microfinance policy framework in Laos	Grant: 80,000 Term: 24 Months
2005	05-944	Culture and Environment Preservation Association	for a fisheries management project in the Stung Treng Province of Cambodia	Grant: 120,000 Term: 36 Months
2005	05-1259	EPRF Energy Probe Research Foundation	to support environmental and community-led advocacy and capacity building in Cambodia, Laos, and Vietnam	Grant: 40,000 Term: 12 Months
2005	05-328	Fund for Reconciliation and Development	to conduct a feasibility study and preparatory work for collecting data on landmine/UXO casualties in Vietnam and formation of a national mine/UXO action center	Grant: 10,000 Term: 12 Months
2005	05-275	Healthcare Center for Children	for a microfinance project aimed at vulnerable women threatened by sex and labor trafficking in Prey Veng, Cambodia	Grant: 50,000 Term: 24 Months
2005	05-661	Hmong Nature Research Center, Inc.	for a project to improve livelihoods through research and education regarding traditional plants and medicinal herbs in upland communities in Laos	Grant: 25,000 Term: 12 Months
2005	05-250	International Rivers Network	for an advocacy project aimed at protecting the rights, natural resource base, and livelihoods of people affected by hydropower projects in Laos	Grant: 50,000 Term: 12 Months
2005	05-269	Minors in Need of Resettlement, Inc.	to improve access to education and long-term economic empowerment for ethnic minority girls in northern Vietnam	Grant: 80,000 Term: 24 Months
2005	05-1256	Mlup Baitong	for a Community-based Eco-Tourism project in Cambodia	Grant: 20,000 Term: 12 Months
2005	05-272	Netherlands Development Organization	for a training and income generation project for poor ethnic minority women in two provinces of central Vietnam	Grant: 120,000 Term: 24 Months
2005	04-1175	Population and Development International	for the Integrated Family Health and Food Security Project in the Nghe An Province in Vietnam	Grant: 40,000 Term: 12 Months

Year	Grant #	Organization Name	Purpose	Grant
2005	04-1211	Refugees International	to advocate for and support grassroots development projects for refugee returnees in Cambodia and Laos, and to support development work for ethnic Phnong communities in Cambodia	Grant: 50,000 Term: 12 Months
2005	05-720	Rehab Craft Cambodia	to develop a handicrafts workshop and training center in Siem Riep, Cambodia, to provide employment opportunities for disabled/landmine survivors	Grant: 42,000 Term: 24 Months
2005	05-723	Save the Children Federation, Inc.	for institutional capacity building, and expansion of a microfinance program for women in the Thanh Hoa Province of Vietnam	Grant: 25,000 Term: 12 Months
2005	04-1172	Survivor Corps	for a peer support program for landmine survivors in the Quang Binh Province of Vietnam	Grant: 30,000 Term: 12 Months
2005	05-832	Village Focus International	to initiate a legal assistance and capacity building project aimed at ensuring land rights/tenure for indigenous communities in the Ratanakiri Province of Cambodia	Grant: 50,000 Term: 12 Months
2005	05-647	Village Focus International	to assist the ex-VVAF Preah Vihear silk scarf weaving project to transition into a sustainable private enterprise	Grant: 25,000 Term: 12 Months
2005	05-326	Village Focus International	for a village capacity building and education program in the Salavan Province of Laos	Grant: 160,000 Term: 24 Months
2005	05-273	Voluntary Service Overseas Canada	to improve the effectiveness and capacity of six local organizations working on community fisheries projects in Cambodia	Grant: 80,000 Term: 24 Months
2005	05-318	World Education, Inc.	for a support program for landmine survivors and their families in the Xieng Khouang and Huaphan Provinces of Laos	Grant: 60,000 Term: 24 Months
2006	05-1347	3 S Rivers Protection Network	for a dialogue promotion and networking project for dam-impacted communities along the Sesan, Sekong, and Srepok rivers in Cambodia	Grant: 50,000 Term: 24 Months
2006	06-337	ActionAid USA	to assist microfinance programs in five provinces of Vietnam to gain long-term sustainability	Grant: 100,000 Term: 24 Months
2006	06-242	Angkor Participatory Development Organization	for a village-based sustainable community development project at Angkor Park in Siem Riep, Cambodia	Grant: 27,000 Term: 24 Months
2006	06-282	Asia Indigenous Peoples Pact Foundation	to support project activities of the Collaborative Management Learning Network in Cambodia, Laos, and Vietnam	Grant: 136,000 Term: 24 Months
2006	06-336	Cambodian Medical Services Support Organization	to support a medical diagnostic training project in Kratie Province in Cambodia	Grant: 25,000 Term: 24 Months
2006	06-294	CARE, Inc.	for the Community Capacity Building initiative of a bilingual and bi-cultural highland children's education project in Ratanakiri, Cambodia	Grant: 100,000 Term: 24 Months
2006	06-238	Center for Victims of Torture	for a Trauma Healing Initiative to assist in improving and expanding services to survivors of human rights abuses in Cambodia	Grant: 100,000 Term: 24 Months
2006	06-902	Center for Water Resources Conservation and Development	to develop and maintain a network on river livelihoods and dams in Vietnam	Grant: 60,000 Term: 24 Months
2006	06-298	Centre d'Etude et de Developpement Agricole Cambodgien	for an indigenous communities led agricultural research and extension project in Ratanakiri, Cambodia	Grant: 150,000 Term: 36 Months

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2006	06-275	Centre for Sustainable Community Development	to increase household income and improve living conditions in Nghe An Province in north-central Vietnam	Grant: 60,000 Term: 12 Months
2006	06-880	Community Learning International	for the continued development of a Rural Community Education Project in northern Laos	Grant: 120,000 Term: 24 Months
2006	05-1351	Day Ku Aphiwat	for a project to organize communities to protect fishing resources in Siem Reap Province in Cambodia	Grant: 35,000 Term: 24 Months
2006	06-878	EPRF Energy Probe Research Foundation	to support community-led advocacy and capacity building on river development issues in Cambodia in the Mekong region	Grant: 30,000 Term: 12 Months
2006	06-887	Fauna and Flora International	to improve sustainable livelihood options for ethnic communities in a conservation area in the far north of Vietnam	Grant: 107,000 Term: 36 Months
2006	05-1398	Foundation Centre on Housing Rights and Evictions	to provide legal support and capacity building for housing rights aimed at assisting poor Cambodians facing illegal evictions from their homes	Grant: 30,000 Term: 12 Months
2006	06-280	Global Association for People and the Environment	for an education and community development project in Champasak and Attapeu Provinces in southern Laos	Grant: 180,000 Term: 36 Months
2006	06-885	Indigenous Community Support Organization	for a project of securing indigenous livelihoods in Ratanakiri Province, Cambodia	Grant: 100,000 Term: 24 Months
2006	06-890	International Rivers Network	for an advocacy/policy project aimed at protecting the rights, natural resource base, and livelihoods of people impacted by hydropower projects in Laos	Grant: 150,000 Term: 36 Months
2006	06-804	Oxfam Quebec	for a sustainable livelihoods and environmental stewardship program in Tra Vinh Province, Vietnam	Grant: 50,000 Term: 24 Months
2006	06-606	Partners for Development	for an integrated development project in Kratie Province, Cambodia	Grant: 40,000 Term: 12 Months
2006	06-900	PATH	for a pharmacy capacity building project to improve child health service delivery in Kompong Cham, Cambodia	Grant: 80,000 Term: 24 Months
2006	05-1310	Refugees International	for a project to develop local leadership and protect and improve the livelihoods of ethnic communities in Mondulakiri, Cambodia	Grant: 120,000 Term: 24 Months
2006	06-462	Research Center for Entrepreneurship Development	for an agricultural enterprise project to empower farmers and improve livelihoods in Bac Giang Province in Vietnam	Grant: 30,000 Term: 12 Months
2006	06-382	Smithsonian Institution	to increase marketing opportunities for craft producers from Cambodia and Laos through participation in the 2007 Folklife Festival	Grant: 50,000 Term: 12 Months
2006	06-969	Southeast Asia Development Program	for building community-based networks to promote improved management of natural resources in Cambodia	Grant: 60,000 Term: 24 Months
2006	06-888	Survivor Corps	for economic, health, and social assistance to landmine/UXO survivors in Quang Binh Province, Vietnam	Grant: 105,000 Term: 36 Months
2006	06-244	Thien Chi	for an integrated community development project in four districts of two provinces in southern Vietnam	Grant: 100,000 Term: 24 Months

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2006	06-884	Village Focus International	to initiate a legal assistance and capacity building project aimed at ensuring land rights/tenure for indigenous communities in the Ratanakiri Province of Cambodia	Grant: 60,000 Term: 24 Months
2006	06-1161	Womyn's Agenda for Change	for a project on promoting grassroots trade and addressing rural debt in Cambodia	Grant: 50,000 Term: 12 Months
2006	06-1162	World Rehabilitation Fund	to support the Artisans Association of Cambodia to improve the livelihoods of groups of landmine survivors and other vulnerable people through marketing of handicrafts and other capacity building	Grant: 50,000 Term: 12 Months
2007	07-592	Action Center for City Development	for efforts to promote sustainable urban development in Hanoi, Vietnam	Grant: 20,000 Term: 24 Months
2007	07-584	Artisans' Association of Cambodia	to improve the livelihoods of groups of landmine survivors and other vulnerable people through marketing of handicrafts in Cambodia	Grant: 35,000 Term: 12 Months
2007	06-1296	Catholic Relief Services	to replicate an integrated agriculture and marketing program in two provinces of Cambodia through three local NGOs	Grant: 195,000 Term: 36 Months
2007	07-593	Center for Marinelife Conservation and Community Development	for a marine conservation, fisheries, and livelihoods improvement project at two coastal locations in Vietnam	Grant: 180,000 Term: 36 Months
2007	07-1048	Center for Water Resources Conservation and Development	to complete implementation of an integrated highland development project in north-central Vietnam	Grant: 90,000 Term: 24 Months
2007	07-627	Clear Path International, Inc.	for a landmine/UXO survivor assistance program in central Vietnam	Grant: 100,000 Term: 24 Months
2007	07-636	CUSO	to increase opportunities for ethnic minority and rural youth through the 'Huam Jai Asasamak' volunteer internship program in Laos	Grant: 23,740 Term: 12 Months
2007	07-591	Day Ku Aphiwat	to organize communities to protect natural resources in six districts of Cambodia	Grant: 50,000 Term: 24 Months
2007	07-374	Foundation for Ecological Recovery	to support a collaborative research project to examine the socio-economic impacts of large-scale tree plantations and recommend improved policies in the Lao PDR	Grant: 10,000 Term: 12 Months
2007	07-632	Healthcare Center for Children	to improve living conditions for vulnerable women threatened by sex and labor trafficking in Prey Veng, Cambodia	Grant: 70,000 Term: 24 Months
2007	07-642	Mangrove Action Project	for a coastal and inland fisheries resource conservation program in Cambodia	Grant: 120,000 Term: 36 Months
2007	06-1291	Minors in Need of Resettlement, Inc.	for a project to improve educational access and health status, and increase economic empowerment for ethnic minority girls in northern Vietnam	Grant: 190,000 Term: 36 Months
2007	06-1298	Mlup Baitong	for follow-up activities for an eco-tourism project in Chambok, Cambodia, as well as a nationwide environmental education project	Grant: 15,000 Term: 12 Months
2007	06-1364	My Village Organization	for a project to address land rights and tenure for indigenous communities in Monduliri Province in Cambodia	Grant: 40,000 Term: 12 Months
2007	06-1299	Rural Research and Development Training Center	for a rural development training center and preparation of an environmental/land rights law initiative in Laos	Grant: 30,000 Term: 12 Months
2007	07-626	Sor Sor Troung	to build the capacity of indigenous communities to coordinate effective advocacy campaigns regarding natural resources in northeastern Cambodia	Grant: 60,000 Term: 24 Months
2007	06-1292	Sustainable Cambodia	for a village enterprise and development project in the Pursat Province of Cambodia	Grant: 25,000 Term: 12 Months
2007	07-624	Village Focus International	for the 'Health, Education, and Leadership' community-based development project in Salavan Province of southern Laos	Grant: 45,000 Term: 18 Months

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2007	06-1303	Village Focus International	for the Health, Education, and Leadership community-based development project in the Salavan Province of southern Laos	Grant: 30,000 Term: 6 Months
2007	07-628	Voluntary Service Overseas Canada	to improve the effectiveness and capacity of eight local community fisheries partners in Cambodia	Grant: 18,764 Term: 24 Months
2007	07-823	Womyn's Agenda for Change	for a project on promoting grassroots trade and addressing rural debt to increase economic security in rural areas of Cambodia	Grant: 90,000 Term: 24 Months
2007	07-395	World Education, Inc.	for an Economic Self-Sufficiency for UXO Survivors Project in northeastern Laos	Grant: 50,000 Term: 18 Months
2007	06-1270	World Education, Inc.	for the final year of an income generation and livelihoods project for vulnerable girls and young women in Prey Veng, Cambodia	Grant: 45,000 Term: 12 Months
2008	07-1266	Asia Indigenous Peoples Pact Foundation	to support project activities of the Collaborative Management Learning Network in Cambodia, Laos, and Vietnam	Grant: 150,000 Term: 24 Months
2008	07-1264	Bridges Across Borders	for community empowerment and legal awareness programs in Cambodia	Grant: 105,000 Term: 24 Months
2008	08-022	Cambodian Rural Development Team	for an integrated development project in a remote district of Kratie Province in northeastern Cambodia	Grant: 77,500 Term: 24 Months
2008	08-592	Cambodian Volunteers for Community Development	for a rice mill sustainability project for landmine survivors in the Battambang Province of Cambodia	Grant: 100,000 Term: 24 Months
2008	07-1271	Cantho University	for a project integrating school reform with community development and poverty alleviation in the Mekong delta of Vietnam	Grant: 60,000 Term: 18 Months
2008	07-1261	Center for Victims of Torture	for a Trauma Healing Initiative to assist in improving and expanding services to survivors of human rights abuses in Cambodia	Grant: 100,000 Term: 24 Months
2008	08-596	Center for Water Resources Conservation and Development	to maintain and develop a network on river livelihoods and dams in Vietnam	Grant: 35,000 Term: 12 Months
2008	08-587	Community Environmental Promotion and Cultural Association	for a community rights, research, and youth training project in southern Laos	Grant: 25,000 Term: 12 Months
2008	08-583	Community Finance Resource Center	to assist microfinance programs in five provinces of Vietnam to increase services and gain long-term sustainability	Grant: 100,000 Term: 24 Months
2008	08-579	Community Learning International	for the continued development of a Rural Community Education Project in northern Laos	Grant: 125,000 Term: 24 Months
2008	08-597	Concern Worldwide US Inc.	to support a civil society incubator project in Laos	Grant: 120,000 Term: 24 Months
2008	07-1001	Fauna and Flora International	for a community livelihoods project at Veal Veng district in the Cardamom mountains of southwestern Cambodia	Grant: 100,000 Term: 24 Months
2008	07-1256	Foundation Centre on Housing Rights and Evictions	to provide capacity building and financial support to the Housing Rights Task Force to help end the forced eviction of poor urban Cambodians from their homes	Grant: 95,000 Term: 24 Months
2008	07-1272	Friends Without a Border	for a partnership between Angkor Children's Hospital and Cambodian Medical Services Support Organization to improve access to health care services for indigenous rural communities in Kratie Province of Cambodia	Grant: 75,000 Term: 24 Months
2008	08-563	Highlander's Association	to help strengthen a community network of indigenous people working to protect and improve livelihoods in Ratanakiri, Cambodia	Grant: 40,000 Term: 12 Months
2008	08-586	Indigenous Community Support Organization	for a project of securing indigenous livelihoods in Ratanakiri Province, Cambodia	Grant: 150,000 Term: 24 Months
2008	07-629	Institute of Tropical Biology	to assist ethnic minority communities living in and near Nui Chua National Park to develop more sustainable forest-based livelihoods in Vietnam	Grant: 100,000 Term: 24 Months

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2008	08-594	Japan International Volunteer Center	for a community land and forestry livelihoods improvement project in central Laos	Grant: 100,000 Term: 24 Months
2008	08-021	My Village Organization	for a project to improve and secure the forest-based livelihoods of indigenous communities in Mondulkiri Province of Cambodia	Grant: 90,000 Term: 24 Months
2008	07-1002	People Resources and Conservation Foundation	to enable the sustainable use of resources and improved livelihoods for lakeside ethnic minority villagers in Ba Be Lake in northern Vietnam	Grant: 33,000 Term: 12 Months
2008	07-1301	Rural Research and Development Training Center	for a livelihoods and land rights training project, and for a national level capacity building and training center in Laos	Grant: 70,000 Term: 18 Months
2008	08-565	Southeast Asia Development Program	for a project of community empowerment for self-determined development in three provinces of Cambodia	Grant: 155,000 Term: 36 Months
2008	08-585	Sustainable Laos Education Initiatives, Inc.	to support development of the Sai Nyok eco-school, addressing the educational needs of vulnerable ethnic minority communities in southern Laos	Grant: 42,000 Term: 24 Months
2008	08-591	World Education, Inc.	to build the capacity for economic self-sufficiency of survivors of UXO accidents in Laos	Grant: 90,000 Term: 24 Months
2009	08-1032	3 S Rivers Protection Network	for research, organizing, and action in support of the river-based livelihoods of communities along the Sesan, Sekong, and Srepok rivers in Cambodia	Grant: 40,000 Term: 12 Months
2009	09-694	Action Center for City Development	for a project to protect and reclaim public space in a poor urban neighborhood of Hanoi, Vietnam	Grant: 60,000 Term: 24 Months
2009	09-738	ActionAid USA	to support the Messenger Band's work with poor and vulnerable women and communities in Cambodia	Grant: 25,000 Term: 12 Months
2009	08-764	Artisans' Association of Cambodia	for a fair trade initiative of support to producer groups working to improve the lives of landmine survivors, people with disabilities, and other vulnerable groups in Cambodia	Grant: 50,000 Term: 24 Months
2009	09-711	Bridges Across Borders Southeast Asia	for continued support to a Community Empowerment and Legal Awareness (CELA) program for training of trainers and further development and community level outreach of a series of training guides challenging forced displacement in Cambodia	Grant: 80,000 Term: 24 Months
2009	09-693	Center for Water Resources Conservation and Development	to support the Vietnam Rivers Network and a community-based water supply development project in northern Vietnam	Grant: 130,000 Term: 24 Months
2009	09-251	CUSO-VSO	to increase opportunities for ethnic minority and rural youth through the 'Huam Jai Asasamak' volunteer internship program in Laos	Grant: 36,260 Term: 12 Months
2009	09-250	CUSO-VSO	to improve the effectiveness and capacity of eight local community fisheries partners in Cambodia	Grant: 61,236 Term: 12 Months
2009	09-692	Day Ku Aphiwat	to improve living conditions for the poor, especially women, by building self-help capacities and empowering communities to protect their natural resources in five districts of Cambodia	Grant: 60,000 Term: 24 Months
2009	08-663	Fisheries Action Coalition Team	for a project to support community involvement to improve environmental governance in fishing communities in the Tonle Sap region of Cambodia	Grant: 70,000 Term: 24 Months
2009	08-1102	Foundation for Ecological Recovery	to assist in the development of civil society networks in Laos	Grant: 24,000 Term: 24 Months
2009	08-1099	Global Association for People and the Environment	for an upland village education, livelihoods development, and natural resource management project in southern Laos	Grant: 120,000 Term: 24 Months
2009	09-889	Highlander's Association	to help strengthen a community network of indigenous people working to protect and improve livelihoods in Ratanakiri, Cambodia	Grant: 40,000 Term: 12 Months
2009	08-1126	Indigenous People for Agricultural Development in Cambodia	to improve the agricultural-based livelihoods of indigenous communities in Ratanakiri, Cambodia	Grant: 90,000 Term: 24 Months

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2009	09-701	International Rivers Network	to expand support to a network of groups working for Mekong River conservation and to oppose destructive hydropower projects in Laos, Cambodia, and Vietnam	Grant: 140,000 Term: 24 Months
2009	08-1114	Samreth Law Group	to provide start-up co-funding for Cambodia's first public interest law firm, and to assist its legal work on community and indigenous land and resource rights	Grant: 80,000 Term: 24 Months
2009	09-724	Sor Sor Troung	to increase the capacity, organization, and cooperation within and between indigenous communities in Northeast Cambodia so that they can effectively network and advocate to defend their livelihood interests	Grant: 60,000 Term: 24 Months
2009	08-582	Village Focus International	to support the development of the emerging local Our Village organization, and for on-going livelihoods, education, and health improvements for remote ethnic villages in Salavan Province of southern Laos	Grant: 60,000 Term: 12 Months
2010	10-118	3 S Rivers Protection Network	to support a network of dam-impacted communities in Northeastern Cambodia to protect and improve their river-based livelihoods	Grant: 80,000 Term: 19 Months
2010	10-478	Cambodia Indigenous Youth Association	to support indigenous communities to promote their rights to self-determination and protect their lands and natural resources	Grant: 50,000 Term: 24 Months
2010	10-485	Cambodian Volunteers for Community Development	for general operating support, and for support of the Phum Seam Farmers' Cooperative Project	Grant: 60,000 Term: 24 Months
2010	10-498	Center for Forest and Wetland Research and Management	for the project, creating local understanding of the impacts of proposed dams on the Mekong Delta	Grant: 30,000 Term: 12 Months
2010	10-505	Center for Marinelife Conservation and Community Development	for an initiative to empower coastal communities in resources management and sustainable development in the area of the Cat Ba Biosphere Reserve, Haiphong, Vietnam	Grant: 120,000 Term: 24 Months
2010	09-1165	Christian Outreach Relief and Development	for capacity development support for NGO's and social networks working with indigenous communities in Cambodia	Grant: 100,000 Term: 24 Months
2010	10-005	Community Capacities for Development	to support a community empowerment for sustainable livelihoods development project in Kompong Chhnang Province, Cambodia	Grant: 70,000 Term: 19 Months
2010	10-499	Community Economic Development	to carry out awareness raising and capacity building for community biodiversity conservation and resource rights in Kratie and Stung Treng provinces	Grant: 90,000 Term: 24 Months
2010	10-293	CUSO-VSO	for the Huamjai Asasamak internship project for young ethnic minority and women volunteers in Laos	Grant: 60,000 Term: 24 Months
2010	09-1173	Fauna and Flora International	to continue and expand a project of natural resources management and sustainable livelihoods improvement for ethnic communities living near a gibbon conservation area in far-northern Vietnam	Grant: 80,000 Term: 24 Months
2010	09-1201	Foundation Centre on Housing Rights and Evictions	to provide capacity building and financial support for the 'Housing Rights from Below' project aimed at preventing forced evictions in Cambodia	Grant: 120,000 Term: 24 Months
2010	10-698	Highlander's Association	to support indigenous communities in Ratanakiri province in their empowerment to protect lands and natural resources, cultural identity, and right of access to education	Grant: 80,000 Term: 24 Months
2010	10-463	Indigenous Community Support Organization	for land rights and resource management work for indigenous communities in Ratanakiri province, Cambodia	Grant: 130,000 Term: 24 Months
2010	10-488	Japan International Volunteer Center	to support a second phase of a community forestry project in south-central Laos	Grant: 84,000 Term: 24 Months
2010	10-489	Mangrove Action Project	to support community capacity building, coastal resources management, and ecological mangrove restoration in Koh Kong province, Cambodia	Grant: 80,000 Term: 24 Months

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2010	09-1178	Minors in Need of Resettlement, Inc.	for a project to improve educational access and increase economic empowerment for ethnic minority girls in northern Vietnam	Grant: 110,000 Term: 24 Months
2010	10-467	My Village Organization	for general operating support	Grant: 90,000 Term: 24 Months
2010	09-1180	People Resources and Conservation Foundation	to enable the sustainable use of resources and improved livelihoods for lakeside ethnic minority villagers in Ba Be Lake in northern Vietnam	Grant: 80,000 Term: 24 Months
2010	09-1210	Social Action for Change	to strengthen and support a network of women's organizing and empowerment initiatives in Cambodia	Grant: 25,000 Term: 12 Months
2010	10-512	Sustainable Laos Education Initiatives, Inc.	to support the Sai Nyai Eco-School Project	Grant: 50,000 Term: 24 Months
2010	10-495	The Learning Institute - People and Natural Resources	to coordinate and access the Co-Management Learning Network initiative in Cambodia, Laos, and Vietnam	Grant: 90,000 Term: 12 Months
2010	10-496	The Messenger Band	for general operating support	Grant: 50,000 Term: 24 Months
2010	09-1167	Tiny Toones	for a youth empowerment and outreach initiative in Phnom Penh, Cambodia	Grant: 35,000 Term: 24 Months
2010	09-708	Village Focus Cambodia	for a project to improve the capacity of local indigenous leadership in Monduliri province, Cambodia	Grant: 80,000 Term: 24 Months
2010	09-1175	Wildlife Conservation Society	for a project to secure the land of indigenous Bunong communities in Monduliri Province, Cambodia, in order to assist them to avoid deepening poverty and to develop the management of their lands in line with their own priorities	Grant: 102,000 Term: 24 Months
2010	09-1186	Worker's Information Center	for an empowerment project for women garment workers to take leadership roles to improve their working conditions and lives in Cambodia	Grant: 25,000 Term: 12 Months
2010	10-513	World Education, Inc.	to develop a nonprofit association to improve the lives of UXO accident survivors and their families in the Lao PDR	Grant: 60,000 Term: 18 Months
2010	10-097	World Wildlife Fund, Inc.	to create community networks for fisheries co-management across sub-catchments of the Mekong River basin in Laos	Grant: 100,000 Term: 24 Months
2010	09-1123	Yeak Laom Advisory Group	to assist the indigenous Yeak Laom community to maintain and strengthen their management rights to Yeak Laom lake in Ratanakiri and to assist in re-building the solidarity, culture, and traditions of the community	Grant: 10,000 Term: 12 Months
2011	10-831	Community Learning International	to support the Village Opportunity Project	Grant: 95,000 Term: 24 Months
2011	10-852	EarthRights International	to support a network of legal rights workers in the region through the Mekong Legal Program	Grant: 75,000 Term: 24 Months
2011	10-893	Fisheries Action Coalition Team	to support and strengthen the environmental governance in fishing communities in the Tonle Sap region of Cambodia	Grant: 75,000 Term: 18 Months
2011	10-899	Foundation for Ecological Recovery	to support the development of civil society organizations and networks in Laos	Grant: 14,000 Term: 12 Months
2011	10-833	Global Association for People and the Environment	for project and general operating support for work with indigenous communities and natural resource management in southern Laos	Grant: 140,000 Term: 24 Months
2011	10-883	Indigenous People for Agricultural Development in Cambodia	to strengthen the local economy through indigenous people-led community economic development	Grant: 75,000 Term: 18 Months
2011	10-900	Institute of Tropical Biology	for assisting the forest-based livelihoods of indigenous communities, conservation, and institutional support at Nui Chua and Phuoc Binh National Parks, Vietnam	Grant: 100,000 Term: 24 Months
2011	10-866	Mekong Watch	for a community capacity-building project for indigenous communities in northeastern Cambodia and southern Laos	Grant: 100,000 Term: 24 Months

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2011	10-894	Samreth Law Group	to expand public interest legal advocacy in Cambodia through support for the cases, activities, and projects of Samreth Law Group	Grant: 80,000 Term: 24 Months
2011	10-901	Social Action for Change	for an organization providing support to grassroots women's empowerment and awareness raising about rural issues in Cambodia	Grant: 100,000 Term: 30 Months
2011	10-842	The Henry L. Stimson Center	to support outreach activities related to mainstream dams on the Mekong River through the project, Mekong Water Resource Dialogue	Grant: 60,000 Term: 12 Months
2011	10-839	The Samdhana Institute	to support the Institute's grantmaking and capacity building efforts for small and emerging organizations in Laos and Cambodia	Grant: 100,000 Term: 24 Months
2011	10-895	Worker's Information Center	for a project supporting the empowerment of women garment workers in Cambodia	Grant: 80,000 Term: 30 Months