

*Part One*

# Organizational Development:

---

## The Seven Deadly Sins

by *Andrea Ayvazian*

*Andrea Ayvazian is director of the Exchange Project, the technical assistance program of the Peace Development Fund (Amherst, Mass.). We reprint here her booklet on dealing with the organizational issues that arise as groups move from the "kitchen table/church basement" stage into their maturity. Part One covers the issues of "Founders' Disease," Lack of Long-Range Planning, Burnout, and Growth with No Plans. In Part Two, we will look at the problems of No Clear Lines of Accountability, Poor or Non-Existent Office Systems, and Horrendous Meetings.*

### Introduction

What is organizational development?

Organizational development means self-consciously dealing with issues concerning the structure and management of your organization. These issues affect groups whether or not we talk about or deal with them directly. For each organization, therefore, the time comes to look at and address them honestly, in a way that will cause the group to grow and strengthen.

Organizational development issues are internal. They are either helping you in or hindering you from meeting the goals that you have put before you.

Organizations, like people, go through life changes and life cycles. And, like people, organizations mature over time. We are different from the infants we were many years ago. We have grown and changed. Even so, some things about our characters and our personalities remain with us. The same is true for groups. They mature over

time, changing as they need to while keeping their basic character and "personality."

Many social change groups were formed in the late 1970s and the early 1980s. After five or six years of meeting around kitchen tables and in church basements, activists are ready to look at internal organizational issues—and they need to do so—because there are things preventing the good work from getting done. Moreover, groups that began in the late 70s or early 80s and are past the kitchen table/church basement stage are now in another, further, phase of maturing, and also need to take a good look at how their organizations are working.

In my travels to peace and justice groups around the country, I repeatedly hear about internal issues presenting obstacles that are keeping groups limited and less effective than they might be. What I present here are the seven most common obstacles I see which are keeping groups stuck in some of their program work and impeding positive organizational development. There's no order to these seven. The first is not the most common or the most serious and the seventh is not the least common or the least serious.

### **Problem No. 1: "Founders' Disease"**

**T**he first problem is something I call "Founders' Disease." Founders' Disease is when the original people in your group cling to the way things have always been. "That's not the way to do it," people say in response to new ideas. "Oh, yes, we tried that two years ago, but that doesn't work." "That plan's not a good one. We tossed that out

three years ago." These original people have made themselves indispensable and are absolutely attached to the way things have always been.

Ironically, the founders of that original core group frequently are saying at the same time, "We want new blood. We want new members. We need to broaden our base." They're saying all the "right things" about wanting new people in the group but giving mixed messages when new people do come. They say, "Come to our meetings. We have refreshments. We're planning programs. We want your input." Once new people get there, however, the founders disempower them. The founders talk mostly to each other. They make plans with an interchange and a dynamic that leaves out new people. They welcome new people but do not give them meaningful tasks to do. There is often an in-group jargon and a sense of who has been there a long time. New people often feel they don't know how to plug in.

For those of us working in social change, there's a sharp irony here. We talk about empowering the world, empowering our community, empowering congregations, Senators, and everyone else—but we disempower new people who come to our meetings. First we say, "We're glad you came," and then we unwittingly do things to discourage them from coming back.

As much as we do not want to convey a sense of elitism or exclusiveness, we are creating it. At meetings of groups I visit, it is perfectly clear to me who has been part of that group for more than two years and who has not. I know exactly who the new kids on the block are: they sit there and they nod and they get the worst jobs.

If the symptoms of Founders' Disease sound familiar to you, raise it as an issue in your group. Have a meeting with just the founders and say, "We may be saying we want new members, but we're not acting that way."

#### **How to Help**

One way to cure Founders' Disease is to institute a buddy system. A "veteran" becomes the buddy of a new person at a meeting, and is required to have contact with the new person before the next meeting. During this contact, she or he can ask the new person how they are doing with the group: "Did the meeting make sense? What went on for you? Did you understand how we were making decisions? Was the agenda clear? What thoughts did you have?" The veteran invites the new person back and makes sure he or she is coming to the next meeting. By teaming people up, you say, "We welcome you."

A second aid is to let new people know right at the meeting, "We have realized that we have problems with this. Sometimes we're exclusive in our language. If we're referring to something you don't know, stop us. If you're feeling like we're going over your head, put a halt to that discussion. We want you here, so we really welcome your help."

A third way to combat Founders' Disease is for you to

be clear about what your meetings are about. If a meeting is for business, let new people know that this is simply a business meeting where you are going to discuss the budget or programming strategy. If it is an educational forum, invite new people specifically to come. Be sure to review the agenda early on to make sure the meeting is what newcomers expected.

Fourth, empower new people by giving them meaningful tasks early on. I joined a community peace group in 1980 that had been together for about a year. When I first got there, I did not understand what was going on. They were talking about events that had happened a year before, what had worked and what had not worked, and the information all went past me. Not until I had been to about four meetings did someone notice I had not said much. At the end of that fourth meeting this person asked if I would appear on a call-in radio program in three weeks with another member of the group. She helped me prepare for it and, although I still felt quite green about the issues and did not say very much on the show, I was buoyed up by her confidence in me. After the show, having publicly represented the group, I felt very involved with it. I felt that I had done something important. Giving newcomers that kind of meaningful task early on is what groups need to do to keep new people.

Fifth, pay attention to the social dynamics of the group. Groups meet a lot of unnamed needs for people that are somewhat extraneous to their social-change work, but no less significant: feelings of belonging and importance, feelings that the work brings together a strong community of people. We do, in fact, become family to each other in a real way. People take care of each other's kids and worry about who's sick when. It's those social ties that bring people back to meetings. Of course, they care about the issues, and they want to be informed and involved, but the people-to-people connections bring people back time and time again.

People in the group who want to be more social than others can do so. One group I know has started having supper together before the meeting. You can come if you want, or opt not to. A block away from the regular meeting place is an inexpensive restaurant, and people know that there will probably be others from the meeting there starting at 6 o'clock. Sometimes it is only three people, but that works. They have dinner beforehand and then they wander over to the meeting together. (But be careful not to start the agenda over supper, thereby excluding those who do not come to the restaurant.)

Sixth, be open to new ideas and new ways of doing the work. Old-timers have to recognize that even if you did something three years ago, somebody new in the group may have a new turn on it or a new idea, or may want to head it up differently. It does not help to respond automatically with, "We did that." Treated in this manner, new people feel both they and their ideas are dismissed.

Another approach to a familiar idea is to explore it again, point out what may have been tried that did or did not work, and why. Evaluate the idea with the new person: "This is not a good community for Christmas balls—we *think*." But try to resist making absolute responses.

Another discouragement to new people is that those who have been part of the group for a while always seem to have more information. If a lot of group veterans will be giving reports—on finances or actions, for example—then ask a person who has been there only four or five times to co-facilitate. Make up the agenda with that person's help and then put her or him up front. This puts somebody else in charge. Long-time members have to raise their hands. (That will humble them.)

Also watch for jargon. There are two kinds of jargon: alphabet soup and "lefty language." Alphabet soup jargon is easier to avoid—watch for those initials and explain them (in a non-condescending way) *without* having to be asked. Being alert to "lefty language" takes more concentration. Even words like "empowerment" can alienate some people who may appreciate the idea a great deal, but are put off by that and other in-group words.

Finally, don't simply involve new people in your group; involve your group in them. Making them feel welcome goes beyond offering them the chance to participate in the work of the organization; it means finding out how they chose to come to your group, what their past experiences have been, and what they hope to accomplish by working with you. Listen to them! Give them a chance to talk. Let the "new blood" flow through your organization and give it new life.

### **Problem No. 2:**

#### ***Lack of Long-Range Planning***

**P**eople working in the social change movement seem to be very good at knowing what they are doing next month—often an event of some sort. When it comes to next year, however, they really do not have any idea what they will be doing. We seem to be able to envision a peaceful, just world (the very long view), and we are able to conceive next month's event. It's the in-between—the crafting each event as a step toward reaching our vision—that is often missing. Groups do event after event, it seems, but without a sense of building toward one theme or long-range goal. Nor do they seem to build on the last success or learn from the last failure. There is a real sense of each thing being done in isolation from the others. An event is done, then the organization regroups and sort of picks up from the fatigue and goes on.

Activists need to set realistic goals for the long haul, and likewise we need to have in mind what we can realistically accomplish in a specific amount of time. The challenge is to funnel ideas into goals and long-range plans.

We need to focus on doing one or two things well. Unfortunately, however, my experience is that as a movement, we are a mile wide and an inch deep—we are trying to do everything. Ask a peace group, for example, what they are up to and you might get an answer like this: "This year we're concentrating on sanctuary work for refugees, prison work, the political problems in Central America, nuclear disarmament, and the situation in South Africa." By doing a piece of everything, groups remain *reactive*. They are merely responding to whatever is out there. As a result, they end up doing a little of many things poorly.

We need to do less and do it better. Then, when people think of your group, they think of the work you are doing on one particular issue that is making a difference. We have a big agenda and a big task, and we cannot do every piece of it. There are other groups, there are other ways—to do a few things well and go in-depth on them, so people really are moved along on the issue you choose. Use a series of programs instead of one evening or one week to focus on a whole issue. Have some continuity in your programs.

Activists also need to spend time in retreat looking ahead one year, two, and even five. The challenge for local groups today is to do a better job of strategizing and long-range planning than the national offices are doing. You have to decide what the agenda is for your group and pursue it. If you have outstanding leadership on the local level, you are doing better than most groups—local, regional or national. One of the greatest weaknesses and one of the greatest strengths of the social change movement right now is that we do not have one major leader at the top. We haven't for years. In fact, it is up to *us* to become those leaders and to set our agendas. What does your group want to be remembered for? Think about what you want people to say about your group one year from now.

---

**G**roups  
*need to take a  
 good look at how  
 their organizations  
 are working.*

---

Pretend that somebody will have a commemorative dinner to honor your group and they will say, "This is the group that in the last twelve months..."—you finish the sentence. If you can say three things that you did well, you are accomplishing something in your community.

### **Problem No. 3: Burnout**

**P**eople are tired. I am seeing a lot of weary faces in groups I visit now. We are overusing the same people and tiring people out. Activists are working too long and too hard. People paid for quarter-time are working half-time, those paid for half-time work are working full-time. And there are those who are paid for full-time work—God bless the few out there—who are putting in fifty and sixty hours a week. It shows in their work when they are carrying on fatigued, ill-tempered and at their limits.

As a movement, we cannot afford to have people drop out after four or five years and finally get the M.B.A. they think they should have had and get a job that pays them adequately. We cannot afford to lose good people. It is a net loss for all of us working for change. When a good organizer leaves Iowa City, there is a ripple effect all around the state. I know, because I tried to track one down last year whom no one could find. We are tiring people out by taxing the same people over and over *and* by pushing ourselves too much. We need to take time for ourselves and our families and our loved ones and dancing and singing and joyful, non-work-related activity. It matters. It pays off. What shines through in people's work is less often *what* they're talking about than *the way* they are talking about it.

Understanding our own limits in social change is a big challenge. My mentor, Frances Crowe, is in her sixties and has been doing peace work since her thirties. Frances can and will carry on, I am sure, to her dying day. She has touched and changed many, many lives. If Frances had tired and dropped out at forty, after ten years of doing this work, the whole peace movement in western Massachusetts—and I think nationwide—would have been harmed. The fact that she has stayed with it over time has been a profound example to many of us. We need to see ourselves doing this work for decades, which means taking care of ourselves and each other today.

We all know the signs of burnout. We know them and we ignore them. When you have not done your favorite hobby or sport or some favorite thing in your life for months, when you are starting to feel that you give the same kinds of answers because it is easier than to think creatively about your work; when there is the sense of disengagement or not caring; when you just sit through meetings—there in body but not there in mind—you are exhibiting signs of burnout.

When people burn out they leave the movement permanently and they leave with bitterness and some sense

of guilt. Taking care now so that we can do this work over time means giving ourselves and the people with whom we work permission and support to set realistic limits. And to do things in our lives that bring us joy and nurture us.

One path to burnout is to elevate our own sense of importance, dragging ourselves to dozens of meetings and events and volunteering for too much. We do not need to be the people who take on every task. Sit in a meeting for a while with your hands crossed. If you are quiet long enough, someone in the back might say, "I'll do that." And then maybe you could help them. Or be on the committee. Maybe. But not head it up.

When we think about issues around burnout, we must remember that we are the professionals in social change work today. We all have "PhDs" in organizing on political issues by now. If we don't, who does? We need to start treating ourselves that way. Start knowing that there are limits. Let's all recognize and value the fact that we are the professional speakers and organizers and trainers in the movement and we need to keep going for a lifetime.

### **Problem No. 4: Growth With No Plans**

**I** once worked with a group whose only goal for the year was to double their membership in six months. There was no sense of how they would involve new people, or what would be useful for them to do. Bigger is not better if you do not know what you are mobilizing people for. There seems to be a mad drive for national groups to have chapters, affiliates and regional offices—with no vision of what they are going to do, how much autonomy each will have, and who answers to whom. There is a real sense of growth in the movement today, with no road map of where we are going.

A group I visited in South Carolina started with a vision that they would be a local peace group—have resources, do activities in their city. As they grew, they decided to spawn chapters in their community that they would oversee and nurture. As a member of the group explained to me, "Like a spider plant that has a mother plant and then shoots." That was the extent of their plan—to spawn chapters. And they did, getting subgroups started in churches around the community. When I went there to consult and asked what they were doing, half the group said, "We're a local peace center, doing local actions," and the other half said, "We're just a resource center, nurturing all our satellite groups." It was clear they had no idea how to spend their time, their resources, their energy. That day, each half looked at the other and said, "That's what you think we're doing?"

If you are going to grow in numbers or affiliates or chapters, know why; know what purpose the growth will serve, how autonomous each group will be, and what you will do with them in the future. ■

*Part Two*

# Organizational Development: The Seven Deadly Sins

by *Andrea Ayvazian*

*Andrea Ayvazian is director of the Exchange Project, the technical assistance program of the Peace Development Fund (Amherst, Massachusetts). In the last issue of the Journal we reprinted the first part of her booklet on dealing with the organizational issues that arise as groups move from the "kitchen table/church basement" stage into their maturity. We print here the conclusion of that discussion, covering the problems of No Clear Lines of Accountability, Poor or Non-Existent Office Systems, and Horrendous Meetings.*

## **Problem No. 5: No Clear Lines of Accountability**

**I**n some cases we have become so alternative—we want to do everything differently—that we have thrown out all trappings of hierarchy for good or for bad. Sometimes when we lack structure we are doing ourselves a disservice, because often people do not know what, in the end, they are responsible for, and to whom they are accountable. Not, that is, until something has gone wrong. When a disaster hits, everybody turns around and says, "You didn't do what?" and you realize that the project was in your lap.

We need not be so afraid of hierarchy. It can be a relief for people to know whom they answer to and what they are responsible for. When you delegate responsibility say, "This is what we're counting on you to do, from start to finish," give the task away, and let the person be totally

responsible for its completion and success.

When lines of accountability are clear, it is also important to give people feedback when you feel they have stepped outside their bounds. If people are only going to know what's clear when they err, it decreases risk-taking. People do not want to risk being wrong, so they don't risk anything at all. When you know you have some power in a certain area, it can increase creativity.

## **Problem No. 6: Poor or Non-Existent Office Systems**

**I**nadequate record keeping and poor internal communication contribute to frustration and inefficiency. I once asked to see a group's financial files and records, and they pulled out an entire file which simply said, "1982." Nothing was subdivided. Every receipt was in there—a bulging file of receipts and notes and scrawls. That is an extreme example, but it is one of several on a continuum of ineffectiveness. For every event, you need to write down what happened, the key things you learned, and the evaluation. You need files on donors. You need samples of your past work so you can re-use graphics and see what ideas worked well. The list goes on and on. The point is: document your work and keep detailed files. It is also your group's history in that cabinet.

Communication is another important item. There are groups where you cannot even be sure that someone you call will get the message that you phoned. I have had to call back three and four times because people have never been told I called. "Oh, you called before?" they

**M**ake  
notes. It makes life  
easier. It is time  
well spent.

say. These are the things that contribute to burnout. You keep having to do the same things over.

Documentation of our work helps us as individuals, too—it combats our feeling of being indispensable. If you could say, "Pull the file on Mr. Brewster. Read over my notes from last week's conversation and please make the follow-up call," then you can let that task go to someone else, because it is all written down. The more you carry in your head, the more you are making yourself indispensable and minimizing the work of others. You are doing the group a disservice and leading yourself to burnout. Make notes. It makes life easier. It is time *well spent*.

#### **Problem No. 7: Horrendous Meetings**

**W**e have to accept the fact that the work we are doing gets done in meetings. We do not sit isolated in offices, we are not academicians, most of us, who write things and send them off to the publisher, we are not corporate executives making unilateral decisions. We do our work in meetings. We strategize, we socialize—we meet. But we are attending and running horrendous meetings—meetings that are long and boring, with overpacked agendas, or no agendas at all. It is amazing to me to see some of the things people expect to accomplish in one meeting.

Stop exhausting yourselves and the people who come to your meetings by packed agendas and poor facilitation. Stop attending horrendous meetings and stop running them. The keys to stop running horrendous meetings are: Make some piece of it fun, have agendas that are realistic, and attempt to do fewer things better. Have committees that really get work done on the committee level and report back to the larger group: "We checked out this, this, we still are nowhere on this." "Thank you. Can you tell us more about it next time?"

Have fewer meetings. Have some meetings that go for

a longer time, perhaps a day. Get out of the office, or out of the home and take a picnic or a pot luck lunch. Start and end your meetings with fun things. I am sure there are more creative answers, but the bottom line is this: stop running horrendous meetings and stop going to them.

If you can send out an agenda prior to the meeting, you start light-years ahead. People know what to expect when they arrive. They may even have talked to each other about some of the items. That can be very useful. An agenda created on the spot, at the meeting, tends to be huge. People don't stop—they just add item after item and then spend forever prioritizing the list. Just creating the agenda consumes the bulk of the evening. I always want to go home feeling, "That was a good meeting! We accomplished a great deal and had a good time doing it." You can have a subcommittee that creates the agenda. Leave time at the end for items that did not get in—five minutes per item at the most.

Finally, end on time. It feels good to know that a 7:30 meeting will end at 9:30 and you will be home by 10:00. Now, when meetings go longer than they are supposed to, I leave. That is living up to my responsibility to take good care of myself. I will not stay if I'm getting tired, my input is only going to be rote, and I'm going to be resentful.

#### **Conclusion**

**O**rganizational development is perfecting the means by which we reach our goals. It means getting serious about our work—wanting to do this work more effectively and more efficiently. We must pay attention to these internal issues. We also must honor the fact that beyond the obstacles, the glue holding us to our work is not only the commitment to our beliefs but also the dedication we feel toward each other.

When I travel, I ask activists to tell me the single greatest strength of their peace group. Invariably, people respond that it is the commitment of the people with whom they work and the vision of their colleagues. ■

**ERROR:** In the February, 1986 issue of the *Journal*, in our article on Raising Money From Churches by Gary Delgado, we gave readers a piece of wrong information: The Women's Technical Assistance Project publishes a booklet called "Resource Guide to Church Fundraising." This booklet is \$20—not \$5 as listed in the *Journal*. It is well worth the price. The *Journal* regrets the error.

**NORTHEAST SOUTHERN AFRICA SOLIDARITY NETWORK**

**P.O. Box 1322, New Haven, CT 06505**

October 6th, 1989

Ms. Elizabeth Rankin  
Director, Exchange Project  
Peace Development Fund  
P.O. Box 270  
Amherst, MA 01004

Dear Ms. Rankin,

Thank you for getting back to us so quickly about the prospects of the Peace Development Fund's Exchange Project facilitating a training workshop in fundraising for the member organizations of the Northeast Southern Africa Solidarity Network.

As we discussed in our phone conversation earlier today, the Network is interested in a two-prong workshop. Our first and primary focus is on providing training and ideas to the organizations that make up the membership of the Network on how to fund and sustain the work of local and grassroots southern Africa groups. The strength of the network will depend on the ability of its member organizations to find funding for their local work both within and outside their communities. Strong membership organizations will be in a better position to make concrete contributions both to own communities and to the Network itself.

The second prong of the training would be for the fundraising committee of the Network itself. This section would be geared towards helping us with ideas on: grantwriting; the functions of and distinctions between a working Board of Directors/Coordinating Committee and a non-active Advisory Board; and other possibilities for funding the work of the Network. This latter section comes from our commitment to having a half-time staff person who has been responsible for setting up meetings, disseminating information and staying in contact with the member organizations. The \$15 - 25,000 needed for the Network goes entirely to pay the administrative costs of a staffperson's salary, printing, phone and postage costs. A portion of this support will come from the contributions of the member organizations, but because the Network is largely comprised of grassroots groups, our experience has been that additional support will also be needed.

Our proposal is that the training workshop be one day of a weekend meeting of the full Coordinating Committee of the Network. Because the membership of the Network is spread from Maine to Virginia, we try to keep the number of meetings to a minimum and to accomplish as much as possible at each one. We would like to conduct the membership organization training from 10:00a.m. to 4:00p.m. and then the Network fundraising committee training from 6:00p.m. to 9:00p.m. on the same day. We would propose either the weekend of November 18th or the weekend of December 2nd as the best dates for us. The meeting would take place in New York City, and we would provide housing for the trainer if necessary.

We understand that we are asking for a long day and that there will be a cost associated with the training workshop to be negotiated as we get closer to finalizing the arrangements.

Again, thank you for your prompt response and support in trying to find us a trainer on such short notice.

For the Conveners of the Coordinating Committee,

Pamela Saffer

Vera Michaelson

Rob Jones

cc. Pamela Saffer  
Vera Michaelson



# Who is Haymarket People's Fund?

HAYMARKET PEOPLE'S FUND  
42 Seaverns Avenue  
Boston, Massachusetts 02130



# You are

Young or old . . . rich or poor . . . White, Black, Latino, Asian or Native American . . .  
you want to help create a society free from poverty, discrimination and war.  
Whatever your status in life, you believe that people organizing in their own interests is the key to  
lasting social change. And you want to contribute what you can to building a better world.  
You are Haymarket's . . . .

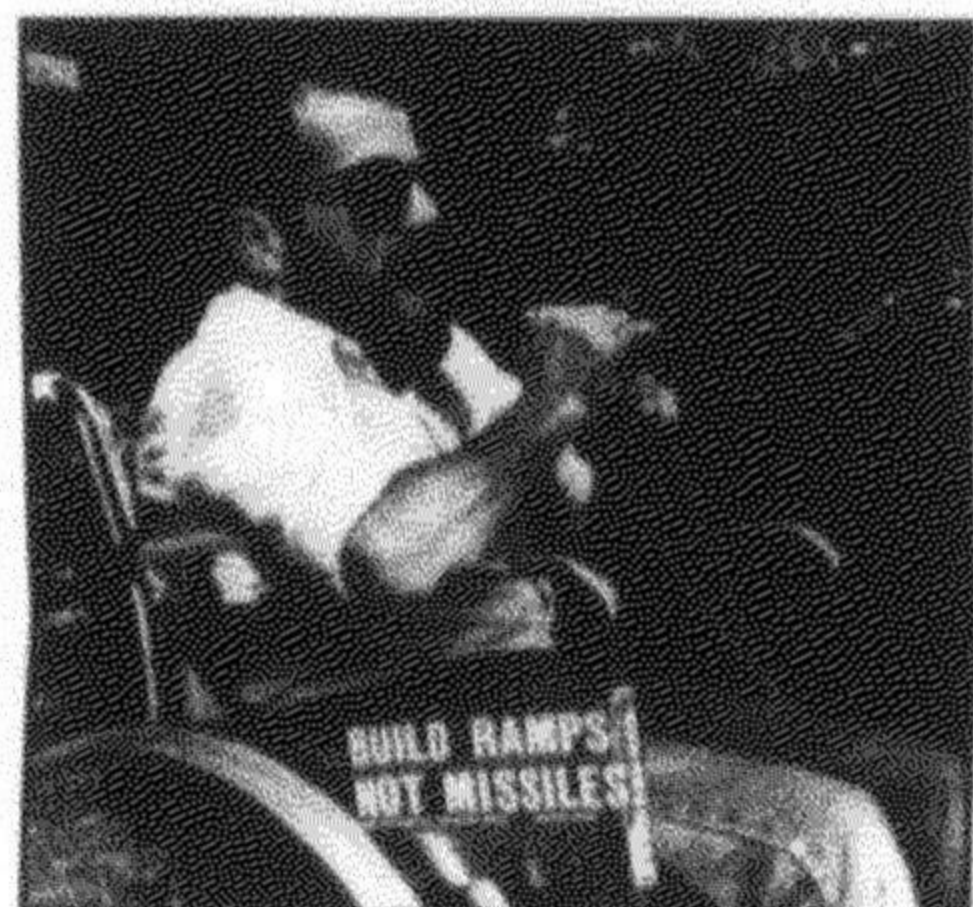
## FUNDING

"Through Haymarket, I fund diversity. From Bangor to New Haven and Vermont to Rhode Island, I can help local groups whose work I support but might never have heard of."  
▲ A Haymarket Donor



Eileen Shub

"At Haymarket, I've found a way to put my money where my politics are. That's a real exciting reason to make a donation."  
▲ A Haymarket Donor



Jim West/Impact Visuals

"You know you're helping effective groups because, at Haymarket, committed local activists decide who to fund. They know where the money can best be put to work."  
▲ A Haymarket Donor

"Having extra money and progressive values can be confusing and isolating. Haymarket has given me lots of personal support and provides funding options that mirror my principles."  
▲ A Haymarket Donor



Jim West/Impact Visuals

"Whenever I receive a Haymarket newsletter or annual report, I feel proud of the work I support with my contributions. That's why I try to give a little more each year."  
▲ A Haymarket Donor

"When we helped set up Haymarket People's Fund, we wanted to accomplish two things: establish an institutionalized base for funding grassroots social change organizations and set up an ongoing way to reach new generations of social change funders. The incredible diversity of groups Haymarket has supported and the numbers of people involved in making the decisions that have helped Haymarket grow have been a source of great pride, wonder and amazement. Our founding goals have been met, exceeding our wildest dreams."  
▲ George Pillsbury, co-founder

## POWER

"When we desperately needed funding to help educate our people in our fight for aboriginal rights, Haymarket's grant was like a lift from the Great Spirit."  
▲ Abenaki Indian Council, Swanton, Vermont

"At a time when most funding groups overlook or marginalize progressive arts and cultural workers, Haymarket recognized our work as a powerful component of organizing and community life—a much needed and welcome voice of support for us. Thank you."  
▲ Alliance for Cultural Democracy



Eileen Shub

"Haymarket has been a fearless and reliable funder of progressive groups like ours at a time when many sources of support were playing 'duck and cover'. Without Haymarket, we probably would not have survived the Reagan era."  
▲ Gray Panthers

"When the Department of Energy came to the Granite State looking for a place to dump the nation's nuclear waste, Haymarket People's Fund provided us with the support to organize not only a united voice against nuclear dumps but also a principled voice opposing the generation of nuclear waste at Seabrook Station."  
▲ New Hampshire Radioactive Waste Network



Marilyn Humphries

"With the support of Haymarket, we provide interest free loans to poor women seeking abortions, subsidize free pregnancy testing, and engage in grassroots education and activism in support of abortion rights for all women."  
▲ Abortion Rights Fund of Western Mass.

"You can't count on many funders, but you can count on Haymarket! They support community organizing to get at the root of the problem and empower people to change it."  
▲ Affordable Housing Alliance

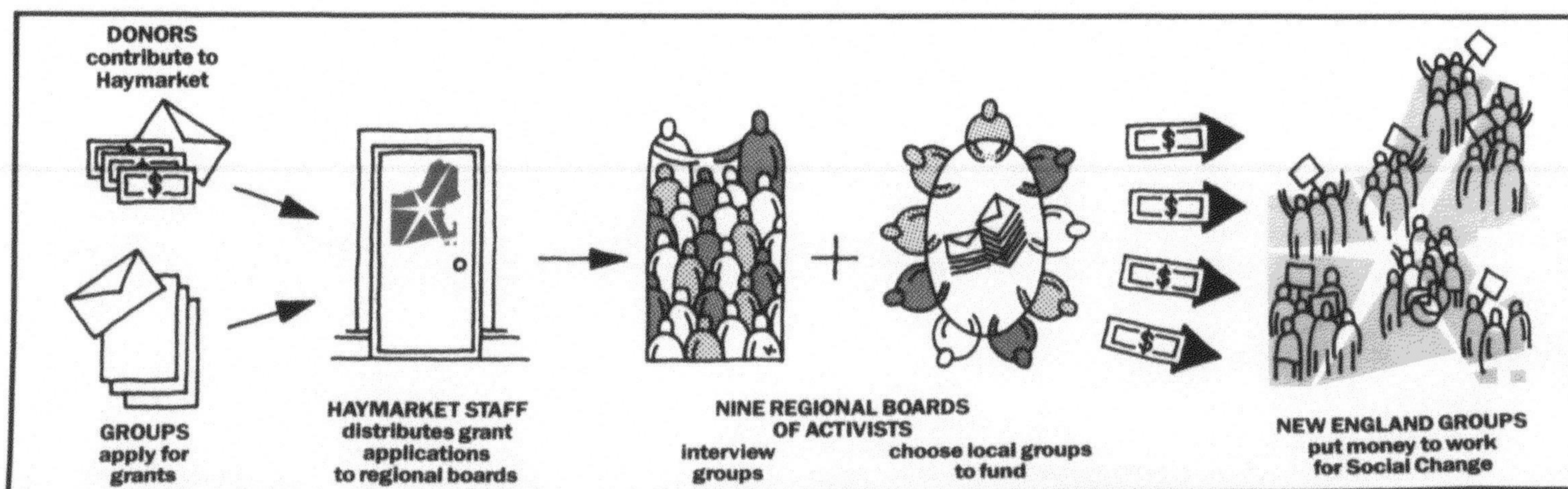


# We are

The Haymarket People's Fund supports groups throughout New England which organize for economic justice, equality and peace. Since 1974, Haymarket has given more than three million dollars to hundreds of organizations in Maine, New Hampshire, Vermont, Massachusetts, Connecticut and Rhode Island.

## A FOUNDATION FOR CHANGE

Haymarket funds groups leading anti-racist, peace, feminist, environmental, gay/lesbian, housing, disabled and older people's rights campaigns. We particularly support community and workplace organizing. Grassroots activists on nine Regional Funding Boards interview applicants and award grants. A central office in Boston supports this local work.



## Q&A

### What makes Haymarket different?

We fund groups organizing for social change. Most grantees come to Haymarket because traditional funders don't give money to community-based organizations whose work challenges the economic or political system.

### Who gives to Haymarket?

Thousands of people. Our donors share a commitment to grassroots social change. Some contribute from inherited wealth while most give from their salaries or savings.

### What other services does Haymarket offer?

Through workshops and conferences we offer a support network for donors dealing with issues of wealth, work, and funding decisions. We also offer referrals for financial planning and socially responsible investing.

### Does Haymarket work nationally?

Haymarket funds in New England. We are also a member of the Funding Exchange, an expanding network of community funds around the country.

### Where does your name come from?

Our name honors the workers and activists killed demonstrating for an eight-hour work day at Chicago's Haymarket Square 100 years ago.

### Can I give anonymously?

Yes. Haymarket completely respects requests for confidentiality from its supporters.

### How do I get involved?

You can help expand our work. Use the sign-up form inside the back cover to make an initial contribution, obtain funding guidelines, or request more information.

### Is there a minimum I can give?

The Haymarket community is open to everyone. There is no minimum donation. Please join in today.



# Funding

Some of the groups  
Haymarket has funded:

## VERMONT

- ▲ Brattleboro Committee on Central America ▲ Burlington Area Coalition for the Handicapped ▲ Citizens for Nuclear Free Vermont ▲ Green Mountain Women's Organization ▲ Kwanzaa
- ▲ Labor News and Commentary ▲ Northeast Vermonters for Gay and Lesbian Rights ▲ Pesticide Project ▲ Vermont Committee for Irish Human Rights ▲ Vermont Committee on South Africa
- ▲ Vermont Labor Support Committee ▲ Vermont Network Against Violence and Sexual Assault ▲ Vermont New Jewish Agenda
- ▲ Wabanaki, Inc. ▲ Witness for Peace . . . and many more

## NEW HAMPSHIRE

- ▲ Action for Peace and Lasting Security ▲ American Friends Service Committee ▲ Campaign Against Toxic Hazards
- ▲ Clamshell Alliance ▲ Employee's Legal Project ▲ Granite State Coalition ▲ Martin Luther King Day Celebration
- ▲ Mobile/Manufactured Home Owners and Tenants Association
- ▲ New Hampshire Campaign Against Toxic Hazards
- ▲ New Hampshire Campaign for a Free Southern Africa
- ▲ New Hampshire Central America Network ▲ New Hampshire Women's Lobby ▲ Parents for Justice ▲ Peace Hunger Kitchen Project ▲ Working on Waste . . . and many more

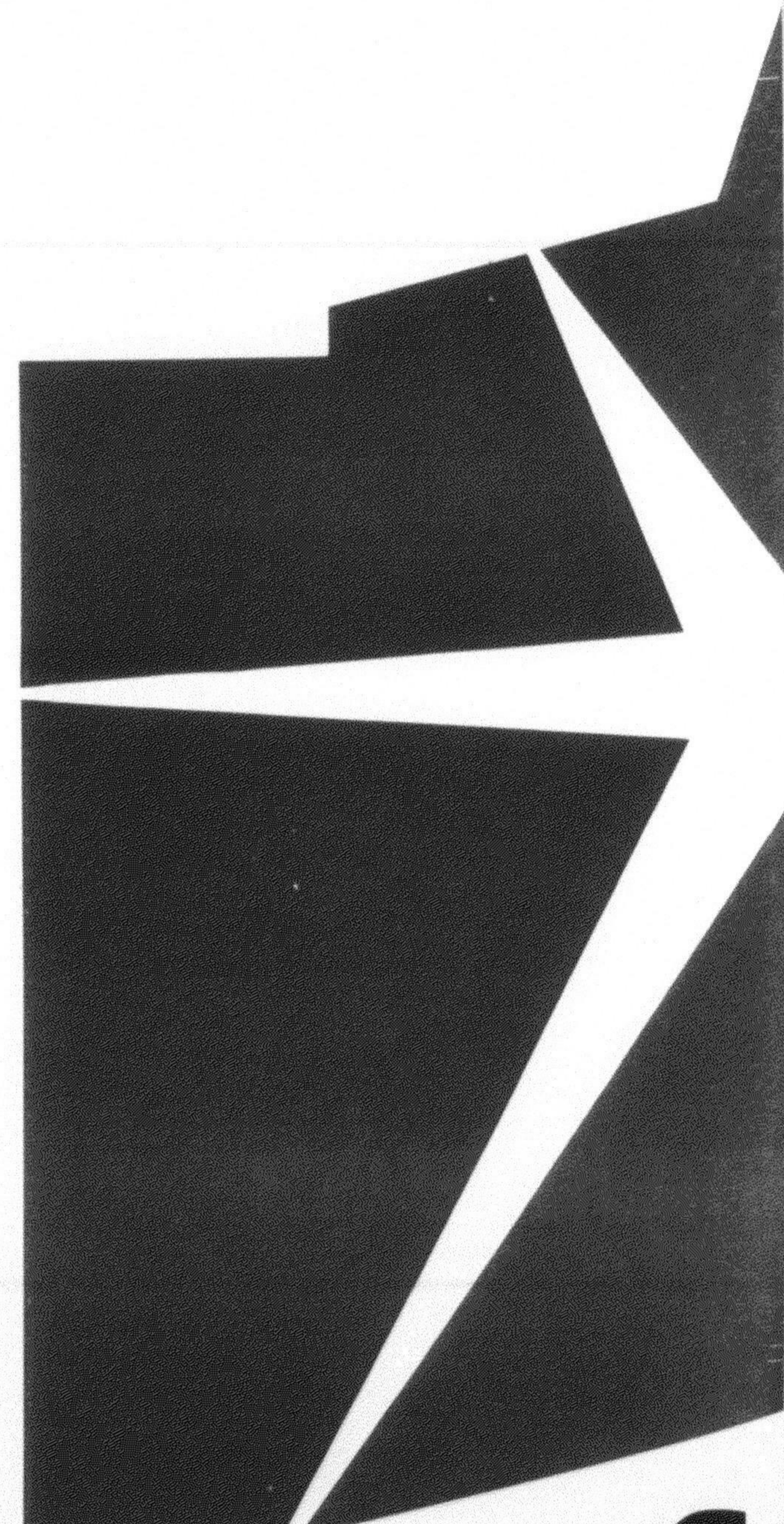
## CONNECTICUT

(two funding boards)

- ▲ Central America Network of Greater Hartford
- ▲ Children's March for Peace ▲ Connecticut Coalition for Gay and Lesbian Rights ▲ Connecticut Coalition for the Homeless
- ▲ Connecticut Labor for Peace ▲ Connecticut Network Against the Death Penalty ▲ Don't Dump on Us ▲ Elder, Inc.
- ▲ Free South Africa Coalition ▲ Friends of the Filipino People
- ▲ Good Jobs Coalition ▲ Greater Hartford Coors Boycott Campaign ▲ Hartford Women's Health Cooperative ▲ Health Workers Organizing Group ▲ Homefront ▲ Housing Alliance of Bridgeport ▲ Incest Survivor Information Exchange ▲ Inside Citizens for Prison Reform ▲ New England Citizen Action Resource Center ▲ New Haven Coalition for Justice in El Salvador
- ▲ New Haven Men's Center ▲ New Haven New Jewish Agenda
- ▲ People with AIDS Coalition of Connecticut ▲ War Resisters League/New England ▲ Women's Self Defense Alliance . . . and many more

## RHODE ISLAND

- ▲ Alliance for Better Nursing Home Care ▲ Coalition for Consumer Justice ▲ Comunidad en Accion ▲ Dare/Human Rights Organizing Project ▲ Hazard Involved Parents Organization
- ▲ Manton Heights Tenants' Association ▲ Mujeres Al Progreso
- ▲ Rhode Island Alliance for Lesbian and Gay Rights
- ▲ Rhode Island Divest ▲ Rhode Island Middle East Committee
- ▲ Rhode Island Project/AIDS ▲ Rhode Island Women's Health Collective ▲ Rhode Island Working Women ▲ Third World Solidarity Committee ▲ Workers' Association for Guaranteed Employment . . . and many more

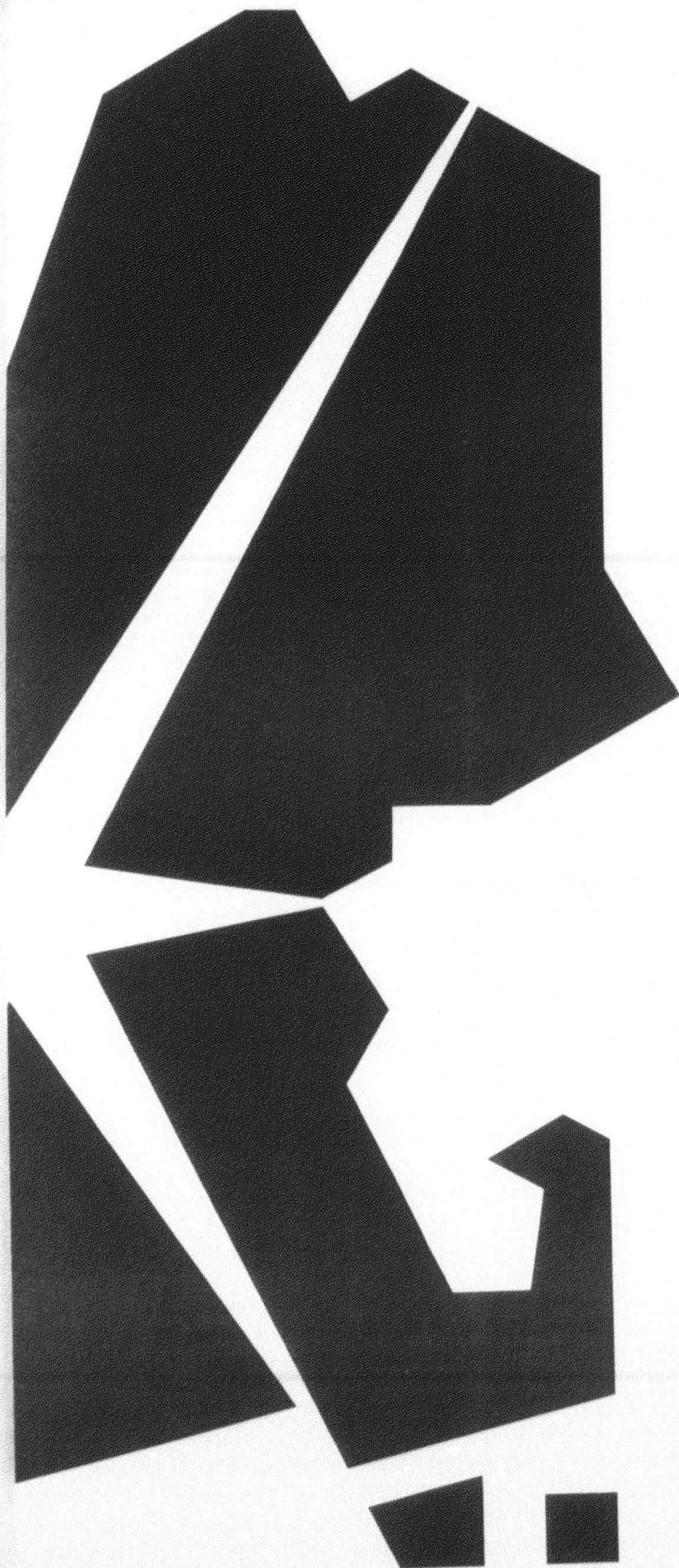


# Social

HAYMARKET PEOPLE'S FUND ▼ A FC

42 Seaverns Avenue Boston, Mas

# g Power



## MAINE

▲ Aroostook Family Farm Core ▲ Augusta Committee for Peace and Justice in Central America ▲ Bangor Area Gay-Lesbian-Straight Coalition ▲ Black Education and Cultural History ▲ Central Maine Indian Association ▲ Greater Portland Martin Luther King Day Committee ▲ Homeworkers Organized for More Employment ▲ Maine Association of Handicapped Persons ▲ Maine Nuclear Referendum Committee ▲ Maine People's Alliance ▲ Maine Project on Southern Africa ▲ Migrant Farmworker Center ▲ Protect Our Environment From Sprayed Toxins ▲ Shoe Workers of Maine ▲ Veterans for Peace . . . and many more

## MASSACHUSETTS

(three funding boards)

▲ Abortion Rights Fund of Western Massachusetts  
▲ Black Coalition ▲ Boston Student Action Network  
▲ Bristol County Senior Action Council ▲ Cape Cod Women's Agenda ▲ Cape Organization for the Rights of the Disabled  
▲ Center for Popular Economics ▲ Central American Education Project ▲ Chinese Progressive Association ▲ Coalition for Palestine Rights ▲ Ethnic Arts Center of Somerville  
▲ Franklin Housing Alliance ▲ Gay and Lesbian Speakers Bureau  
▲ Greater Fall River Coalition for a Nuclear Weapons Freeze  
▲ Greater New Bedford Alliance of Gay and Lesbian Supporters  
▲ Greater New Bedford Jobs with Peace ▲ Greater Roxbury Neighborhood Authority ▲ Gray Panthers of Greater Boston  
▲ Hampden County Women's Center ▲ Khevre—Western Mass. Chapter of New Jewish Agenda ▲ Incest Survivors Network  
▲ Latino Coalition ▲ Lower Cape Citizens for Peaceful Alternatives ▲ Massachusetts Anti-Hunger Coalition  
▲ Massachusetts Coalition for Occupational Safety and Health  
▲ Massachusetts Coalition of Battered Women's Service Groups  
▲ Massachusetts Tenants Resource Center ▲ Men of All Colors Together ▲ Mobilization for Survival ▲ New Bedford Coalition of Black Women ▲ Physicians for a National Health Program  
▲ Poor People's United Fund ▲ Prison Theatre Project  
▲ Refugee/Immigration Ministry ▲ South African Student Movement ▲ Southern Africa Working Group ▲ Telica Sister City Project ▲ Veterans' Peace Convoy ▲ Western Massachusetts Labor Coalition on Central America ▲ Worker's Legal Union  
. . . and many more

## NEW ENGLAND WIDE

▲ Aid to Incarcerated Mothers ▲ Alliance for Cultural Democracy  
▲ Center for Popular Economics ▲ Central America Labor Leaders' Tour ▲ Free South Africa Movement ▲ Gay and Lesbian Advocates and Defenders ▲ INFACT—New England Campaign Center ▲ Names Project ▲ Natural Organic Farmers' Association  
▲ New England Central American Network ▲ New England Students Against Apartheid ▲ Student Central America Network  
▲ Third World Reports ▲ War Resisters League/New England  
▲ Young Koreans United of New England . . . and many more

or  
**Change**

FOUNDATION FOR CHANGE SINCE 1974

Massachusetts 02130 (617)522-7676

# We can

## ELIMINATE HOMELESSNESS

"Because Haymarket invested in us with start up funds, we have served almost 400 poor, homeless and hungry people. If more foundations and people had the bravery and commitment of Haymarket, social problems could be wiped out."  
▲ Hospitality House, Hinckley, Maine



Ellen Shub

## END VIOLENCE AGAINST WOMEN

"Without Haymarket's funding we wouldn't have been able to reach 60,000 homes with information about our organization."  
▲ Blackstone Valley Rape Crisis Team



Rache Johnson/Impact Visuals

## SHUT DOWN POLLUTERS

"Trying to close nuclear power plants—no matter how expensive and dangerous they are—means taking on some of the most powerful institutions in our society. Haymarket has helped give us the resources we need to fight back."  
▲ Massachusetts Public Interest Research Group

## ORGANIZE WORKPLACES

"We know any time we are doing an organizing project, we can count on Haymarket People's Fund to support us. Just knowing they are out there makes it easier for us to continue the hard work of organizing."  
▲ Rhode Island Working Women

## STOP RACISM

"The Anti-Racism Coalition of Connecticut has succeeded in bringing together people of all colors to fight the resurgence of hate groups in our state. Our education and organizing efforts would not have been possible without the support of Haymarket People's Fund."  
▲ Anti-Racism Coalition of Connecticut



Rob Swanson

## FIGHT SEXUAL OPPRESSION

"Haymarket People's Fund is one of the very few foundations that has been pro-active in supporting gay and lesbian civil rights. Funding GLAD's work has not only advanced our litigation and education efforts but also set an important example for other funders."  
▲ Gay and Lesbian Advocates and Defenders



Marilyn Humphries

## SUPPORT FREEDOM STRUGGLES

"Haymarket was absolutely essential in enabling us to achieve success in having New Haven and Connecticut divest all funds from corporations and banks doing business with South Africa."  
▲ Free South Africa Coalition of Greater New Haven

## PROTECT OUR CHILDREN'S FUTURE

"What moves so many of us is that half the kids in the world go to bed hungry every night. Our passion for activism is fueled by a real desire to make the world better for all the children."  
▲ Haymarket staff



▲ Photo: Marilyn Humphries

# You can

Through Haymarket, thousands of donors have found a unique way to put their money to work where it's needed the most. They have seen how effectively Haymarket crosses the barriers of race, class and geography to build social change across New England.

Make Haymarket part of your commitment to social change. Use the clip off form to make your tax-deductible contribution today.



This year, Haymarket is celebrating fifteen years of funding grassroots social change in New England. Thanks to all who have helped make this possible . . . and all who will!

## Join in

### Haymarket's 15th Anniversary Calendar

- April 30—Western Mass. Celebration  
2:00—5:00, Northampton Center for the Arts
- May 1—Boston area grant proposal deadline
- May 4—15th Anniversary Boston-area Kick-Off! African Meeting House, corner of Joy Street and Smith Court, Boston. 1:00—3:00
- May 15—All other regions except Boston: grant proposals due
- June 1—4—Mixed Conference for Women and Men with Wealth
- June 17—18—"Vermont Solidarity II" A statewide conference for Vermonters actively involved—or interested in being involved—in social change
- August 15—Boston area: grant proposals due
- September 1—New England-wide grant proposals due
- September 15—All regions except Boston: proposals due
- September 10—Office Warming for Haymarket's new building. 42 Seaverns Street, Jamaica Plain
- October 20—22—Conference for Women with Wealth
- October 28—Harvest Moon Dance, Maine Haymarket Board
- November 3—5—Semi-annual meeting for Haymarket board members
- November 10—New Hampshire Haymarket Board's Annual Activist of the Year Award
- December 2—The Funding Exchange, our umbrella organization, turns 10 and throws a party with Haymarket at our new building!

Contact Haymarket for further details on any event!

### Haymarket Staff

- Tommie Harris**—Office Coordinator; grants administration; reception; Personnel Committee
- Robert Chu**—Board Development Coordinator; outreach to grantees, boards, donors; Semi-Annual meetings; Program Committee
- Hillary Smith**—Development Coordinator; fund raising systems; donor-advised grantmaking; building management; Fund Raising Committee
- Pam Rogers**—Events Coordinator; wealth conferences; technical workshops; fund raising and publicity; Coordinating Council; Donor Committee
- Louise Profumo**—Financial Manager; bookkeeping; loans; donor-advised administration; Finance Committee

design: Vincent X. Kirsch  
consultant: Bob Schaeffer

cover photo: Marilyn Humphries

"It is so inspiring that there are people out there who actively support all these great groups by giving to Haymarket. Their donations are vital to our work."

▲ **Renae Scott, Multicultural Project**

### Yes, I will.

- I have enclosed a contribution to Haymarket Peoples Fund for:  

___ \$25	___ \$50	___ \$100
___ \$500	___ \$1000	Other _____
- I want to join the celebration. Send me details about local events for Haymarket's 15th Anniversary.
- I'll help spread the news. Mail me \_\_\_\_\_ copies of this tabloid to distribute in my community.
- Please send me information about applying for funding for my group.
- Please send me information about Haymarket's conferences for donors.

Name \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_

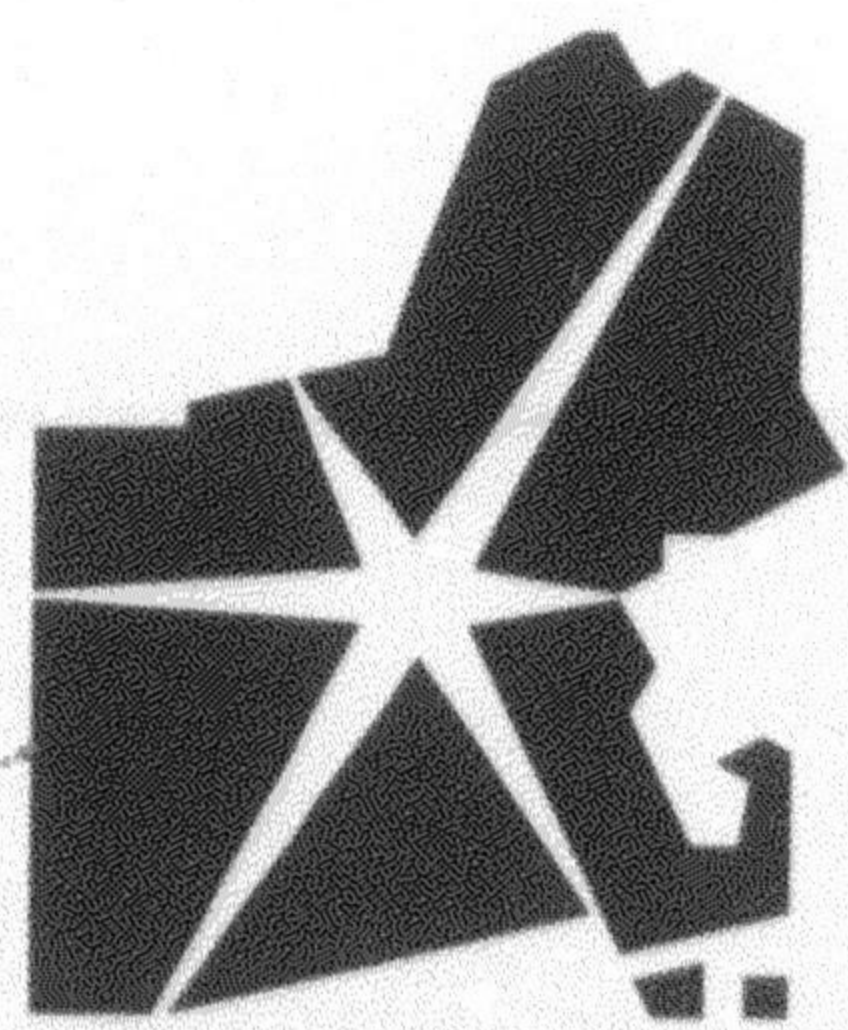
State \_\_\_\_\_ Zip \_\_\_\_\_

Phone \_\_\_\_\_

Please return to:  
Haymarket People's Fund  
42 Seaverns Avenue  
Boston, Massachusetts 02130  
(617) 522-7676

**We are  
Haymarket  
People's  
Fund**

**Together**



**HAYMARKET  
PEOPLE'S FUND**

**A FOUNDATION FOR CHANGE SINCE 1974**

42 Seaverns Avenue  
Boston, Massachusetts 02130

(617)522-7676



## RESIST BOARD

Frank Brodhead	Richard Ohmann
Pam Chamberlain	Wayne O'Neil
Connie Chan	Carlos Otero
Bell Chevigny	Grace Paley
Noam Chomsky	Roxanna Pastor
Kate Cloud	Merble Reagon
Tess Ewing	Henry Rosemont
Norm Fruchter	Tatiana Schreiber
Mitchell Goodman	Renae Scott
Kenneth Hale	Meredith Smith
Frank Joyce	Amy Swerdlow
Louis Kampf	Ken Tangvik
Hans Koning	Rene Valle
Paul Lauter	George Vickers
Beatriz Manz	Nancy Wechsler
Nancy Moniz	Fran White

# RESIST

1 Summer St., Somerville MA 02143  
617-623-5110

## So many groups are doing good work

fighting for causes you believe in and they all need money to survive. How can you be certain your hard-earned dollars are supporting essential work on the cutting edge of politics, organizing and social change?

That's why RESIST is around. When you give to RESIST, we make sure your tax-deductible contribution goes to grassroots groups that are doing things like:

- organizing against the Klan
- advocating for nuclear disarmament
- working to end draft registration and military recruitment
- fighting for workplace health and safety
- defending the rights of third world people
- working for women's rights and gay and lesbian rights
- mobilizing a political response to AIDS; and
- organizing trade unionists against U.S. involvement in Central America.

**RESIST** You might say we're like a United Way of the left.

**R**ESIST began in 1967 with a "Call to Resist the Immediate Authority," issued in support of draft resistance and in opposition to the war in Vietnam. As the war continued, RESIST increasingly put its energy into soliciting and distributing funds for the growing anti-war movement. Now RESIST'S main activities are fundraising and grantmaking, but we are still primarily a political organization. We give grants to organizations that are in the forefront of the movement for social change, who don't have many alternatives for funding, and who don't usually have the time or the money to run their own fundraising campaigns.

Here are some of the things we've done lately:

**\$450 went to the Seattle Labor Committee on Central America (LACCA)**, a group of union members who are also Central America activists. They are particularly concerned about the U.S. labor hierarchy's complicity in government intervention in Central America. The group sponsors U.S. tours for Central American labor leaders and Central America tours for U.S. labor leaders. LACCA coordinates an Emergency Response for the release of imprisoned labor leaders in El Salvador and supplies material aid to workers' movements in Central America. A grant of \$450 from RESIST helped them distribute their videotape, *Que Viva, Labor in El Salvador*.

**\$500 went to the Project on Youth and Non-Military Opportunities (Project Yano)**, formed in 1984 in San Diego, California to fight military recruitment in the heart of military country. This coalition of anti-militarist, civil rights and social justice groups aims to counter the poverty draft which pushes poor people into the military. Pro-

ject YANO brings veterans into high schools to talk to students about their personal experiences and the difference between recruitment promises and the reality of military life. The group promotes educational and career alternatives to the military and opposes the racism, sexism and sexual harassment prevalent in the armed forces. They show young people the advantages of a non-military society and of peaceful means of conflict resolution. RESIST'S grant of \$500 went toward outreach costs.

**\$400 was granted to the Vermont Committee for AIDS Resources, Education and Services (Vermont C.A.R.E.S.)**, a collaborative project of two lesbian/gay organizations. Formed in 1986, Vermont C.A.R.E.S. aims to give people the information they need to turn their concern about AIDS from fearful reaction to positive community-oriented efforts. In addition to offering AIDS education and coordinating direct services for AIDS patients, the group brings its message to prisoners at six state prisons. The \$400 grant from RESIST went towards an electronic typewriter.

RESIST has given out over 2,000 grants since 1967. In 1988 alone we funded 139 groups. *With your support* we could easily double that number—without increasing our staff or our overhead. Anything you can contribute will help us be more effective. If you can make a monthly pledge that would be even better.

When you make a contribution you'll get our newsletter, where we examine topics that often provoke debate within the movement. We welcome controversy and never shy away from it. The newsletter also keeps you up to date on the organizations that receive RESIST grants.

**FIGHT AIDS  
NOT  
NICARAGUA**

*Justice for  
Palestinians*

**Don't buy  
war toys**

**☺☺☺ we are  
everywhere**

**HELL NO,  
WE STILL  
WON'T GO**

**CHILDCARE,  
NOT WARFARE**

**Stop  
Racist  
Attacks**

**one nuclear  
bomb can  
ruin your  
whole day**

**REMEMBER: Your contribution  
to RESIST makes change!**

**SHAKE  
IT UP!**

## GRANTS & LOANS, 1988

### Africa/Asia/International

Afrika Baraza (Roxbury, MA) \$100\*  
Iowa Citizen Action Network (Des Moines) \$200  
Korea Information & Resource Center (Washington, DC) \$600  
Philippine Workers Support Committee (Honolulu, HI) \$500  
Survival International/USA (Washington, DC) \$100  
Synapses, Inc. (Chicago, IL) \$450

### Central, Latin America & Caribbean

Association of Central American Refugees (Harrington, TX) \$525  
Association of Haitian Workers (Brooklyn, NY) \$370  
Baltimore C.A.L.C. (MD) \$450  
Boston Area Committee for Puerto Rican Civil Rights (MA) \$450  
Brooklyn Sister City Project (NY) \$200  
Center for Central American Studies (Silver Spring, MD) \$200  
Center for Constitutional Rights (NY, NY) \$100  
Central America Alternative News (Boulder, CO) \$500  
Central America Refugee Committee (San Francisco, CA) \$600  
Comité de Guatemaltecos "Terni" (Cambridge, MA) \$600  
Committee in Defense of Immigrant Rights (Seattle, WA) \$150\*  
Committee in Solidarity with the People of Guatemala (NY, NY) \$600  
Dawson Valley, CISPEP (Philadelphia, PA) \$450  
Delaware Court of Peace of Resistance (Swarthmore, PA) \$450  
El Salvador Peace & Justice Committee (Chicago, IL) \$500  
El Salvador: The People Are Winning Support & Education Committee (Somerville, MA) \$150\*  
FL Coalition for Peace & Justice (Orlando) \$500  
Guatemala News & Information Bureau (Oakland, CA) \$600  
Guatemala Publications (NY, NY) \$500  
Haiti Progress (Brooklyn, NY) \$150\*  
Informe Colombiano (NY, NY) \$550  
Inter-Hemispheric Resource & Education Center (Albuquerque, NM) \$500

Network in Solidarity with the Guatemalan People (Washington, DC) \$500  
New England Central America Network (Cambridge, MA) \$550  
New England-El Salvador Art Exchange (Boston, MA) \$545  
N.E. Planning Committee for C.A. Labor Leaders Tour (Cambridge, MA) \$450  
N.H. Central America Network (Wentworth) \$600  
Nicaragua Cultural Alliance (Washington, DC) \$200  
The Other Americas Radio (Santa Barbara, CA) \$200  
PA Guard Out of Central America (Media, PA) \$200

### Blacks in England: Organizing for cultural & political self-determination

Linda Thurston, in the April 1987 *Resist Newsletter*

"As part of the fightback against British racism, Blacks in Nottingham have demanded, and have gained, several community centers and social service agencies, as well as government offices monitoring racism in housing and employment. Staffed largely by young Black activists, these community resources are in a position similar to that of Black institutions in the U.S. during the late 1970's. Dependent on government funds, they face the same threat of cutbacks.

"As an African-American who grew up during the 1960s and '70s, I felt a strange kind of déjà vu as I looked at the state of the Black inner-city community in England."

St. Louis Pledge of Resistance (MO) \$600  
Vote Fast for Life/Vote Peace Action Teams (San Francisco, CA) \$500  
Washington Area Coalition to Stop U.S. War in Central America (D.C.) \$100\*  
Women's Skills & Resource Exchange (Seattle, WA) \$200  
Women's Theatre Project (San Diego, CA) \$500  
Working Classroom, Inc. (Albuquerque, NM) \$500

### Community Organizing/Anti-Racism

Center for Community Action (Lumberton, NC) \$600  
Coalition for Basic Human Needs (Cambridge, MA) \$150\*  
Equal Rights Co-Progress (Chicago, IL) \$100  
Homefront (Boston, MA) \$150\*  
Hotel Tenants Rights Project (NY, NY) \$600  
Inner City Press (Bronx, NY) \$150\*  
North Carolinians Against Racial and Religious Violence (Durham) \$500  
Rainbow Coalition of Vermont (Montpelier, VT) \$400  
San Jose Peace Center/Planning Committee, "Undoing Racism" Workshop (CA) \$350  
Survivors, Inc. (Mattapan, MA) \$450

### Culture & Media

Radical America/Alternative Education Project (Somerville, MA) \$400  
Street Magazine (Somerville, MA) \$200  
Syracuse Cultural Workers (NY) \$370

### Gay/Lesbian

ACLU Commission of Gay & Lesbian Rights (Portland, OR) \$600  
All Mujeres Interested in Getting Active (Houston, TX) \$150\* and \$400  
Citizens for Human Rights in Lawrence (KS) \$350  
Gay & Lesbian Advocates and Defenders (Boston, MA) \$370  
Gay & Lesbian Alliance (Roseburg, OR) \$100  
Gay Community News (Boston, MA) \$600  
Guilford Alliance for Gay & Lesbian Equality (Greensboro, NC) \$500

### Death squads in the Philippines

Frank Brodhead in the December 1987 *Resist Newsletter*

"The methods of the death squads are extremely straightforward. A few murderers serve as a warning to others. Non-participants in death squad activities have their houses marked with paint, and so become targets themselves. Progressive activists are visited and warned, and their neighbors no longer dare associate with them. Cooperatives are bombed, or taken over for use by the death squads. Nighttime patrols keep 'outsiders' from entering the neighborhood. Whole villages believed to be sympathetic to the guerrillas are terrorized and flee, becoming refugees. The social space for self-organization is simply eliminated through terror."

Lesbian Herstory Archives/DOB Project (NY, NY) \$500  
National Coalition of Black Lesbians & Gays (Detroit, MI) \$500  
Northern Lambda (Caribou, ME) \$550  
Pittsburgh March Committee (PA) \$100\*  
Privacy Rights Education Project (St. Louis, MO) \$350  
San Diego Lesbian Press (CA) \$480

### Health/AIDS/Disability Organizing

ACT NOW (Washington, DC) \$500  
ACT UP (NY, NY) \$500  
Black & White Men Together (Memphis, TN) \$600  
Mass Act Out (Somerville, MA) \$100\* and \$550  
Men of All Colors Together (Westport, MA) \$450  
N.H. Citizen Action (Concord) \$370  
Testing the Limits (NY, NY) \$450  
We The People (Orlando, FL) \$500

### Labor

Black Workers for Justice (Durham, NC) \$150\* and \$450  
Labor Education & Research Project (Detroit, MI) \$500  
Teamster Rank & File Education & Legal Defense Foundation (Detroit, MI) \$100  
Tompkins/Cortland Labor Coalition (Ithaca, NY) \$500  
United Cannery Workers' Project (Woodland, CA) \$450

### Middle East

Center for Palestinian Information (Seattle, WA) \$450  
Committee for Justice to Stop the McCarran Act Deportations (Arlington, MA) \$100  
Coalition for Palestinian Rights (Cambridge, MA) \$600  
International Jewish Peace Union (NY, NY) \$200  
Middle East Peace Coalition (Northampton, MA) \$200  
Middle East Research & Information Project (NY, NY) \$500  
Mobilization for Survival/Middle East Task Force (Cambridge, MA) \$400  
National Alliance of Third World Journalists (Washington, DC) \$360  
North American Coordinating Committee for NGOs on the Question of Palestine (Jamaica Plain, MA) \$300  
Palestine Aid Society of Boston (MA) \$150\*  
Palestine Solidarity Committee/Latino Task Force (Jamaica Plain, MA) \$200  
Palestine Solidarity Committee (Pittsburgh, PA) \$450  
Richmond Peace Education Center (VA) \$450

### Native American

Alaska Rights Consultants (Chickatoon) \$500  
Anishnabe Akeeng (White Earth, MN) \$500  
Center for Vision and Policy (Portland, ME) \$600  
Citizens for Treaty Rights (Eagle River, WI) \$200  
Iowa Community Education Project (Osage, MN) \$500

### Race, sex, and AIDS

Evelynn Hammonds, in the February 1988 *Resist Newsletter*

"As political debate and public policy decisions about AIDS increase, some progressives are asking—why is AIDS an issue for the left? The answer is that epidemic disease is always about social order in any society. For progressives, feminists and gay activists in the US, it becomes crucial that we use everything we have learned in the Civil Rights movement about confronting racism, everything we've learned in the anti-war movement about how the government mobilizes against people who challenge the authority of the state, and everything we've learned in the gay and lesbian liberation movement about homophobia and sexual repression. The fight against AIDS must be framed in political terms that challenge the repressive measures and conservative morality suggested by many on the right."

### Peace/Anti-militarism

AFSC/Peace & Justice Youth Outreach Project (Oakland, CA) \$550  
Campaign for Nuclear Disarmament (Des Moines, IA) \$350  
Central Committee for Conscientious Objectors/Western Region (San Francisco, CA) \$370  
Citizen Soldier (NY, NY) \$200  
Honeywell Project (Minneapolis, MN) \$500  
INFAC (Boston, MA) \$200  
Mass. Jobs with Peace (Boston) \$200  
Meritona Community (St. Mary's, GA) \$200  
Mid Peninsula Peace Center (Palo Alto, CA) \$370  
Mothers & Others Connecting All (Las Vegas, NV) \$200

### Loans

Curbside Press (Wilmington, CT) \$1,000  
Radical America (Somerville, MA) \$1,000

### Donor Directed

Mass Act Out (Somerville, MA) \$1,000  
National War Tax Resistance Coordinating Committee (Seattle, WA) \$437

### Grants

Comité de Mujeres Puertorriqueñas Miriam Lopez Perez (Jamaica Plain, MA) \$600  
Incest Survivors Network (Cambridge, MA) \$390  
Kwanzaa (Burlington, VT) \$500  
Womancenter of Plainville (MA) \$400  
Women's Coffeehouse (Cambridge, MA) \$200  
Women for Economic Justice (Boston, MA) \$450  
Women's Learning Resource (Albuquerque, NM) \$200

### Donor Directed Grants

\$53,225.00

### Total Grants

\$1,437.00

### Loans

\$54,662.00

\$2,000.00

\* Indicates Emergency Grant

### No haven for homeless in a heartless economy

Michael Fabricant and Michael Kelly, in the January 1987 *Resist Newsletter*

"Clearly, we have entered a period of economic resocialization. In effect, the whole labor force is being resocialized to new and lower wages while benefits are cut to show the poorest that an even more reduced living standard awaits them outside the marketplace or within the welfare system. Reductions in entitlement and spending have both freed resources for alternative investments and substantially diminished the living standard of the poor. These forces have combined to create a new subclass of the poor: the homeless."

Las Americas Refugee Asylum Project (El Paso, TX) \$425  
Nicaragua Live/Greater Boston Task Force (Arlington, MA) \$400  
Maestros por la Paz (San Francisco, CA) \$500  
Mobilization for Peace, Jobs & Justice (San Francisco, CA) \$600

Gay & Lesbian Advocates and Defenders (Boston, MA) \$370  
Gay & Lesbian Alliance (Roseburg, OR) \$100  
Gay Community News (Boston, MA) \$600  
Guilford Alliance for Gay & Lesbian Equality (Greensboro, NC) \$500

REMEMBER: Your contribution to RESIST makes change!

SHAKE IT UP!

Funding Cycle \_\_\_\_\_

PEACE DEVELOPMENT FUND - GRANT APPLICATION

Organization Northeast Regional Southern Africa Solidarity Network

Address % Pam Saffer 76 Atwater St.

New Haven, CT 06513 (203) 776-1970

Contact Person Pam Saffer or Liz Blum, RR2, Box 442, Norwich, VT

Phone Number (802) 649-2030 05055

Project Title \_\_\_\_\_

Beginning/Ending dates of Project March 1989 - <sup>1. sanctions enacted</sup> <sup>2. shell out of S.A.</sup> <sup>3. Namibia independent</sup>

Does this project have the support of the group in whose name you are applying? Yes

Tax-exempt Number \_\_\_\_\_  
(It is not necessary to have tax-exempt status or a tax exempt fiscal sponsor to apply)

Annual Budget of the Organization \$21,300 Amount requested from PDF \$5,000

Total Project Budget \_\_\_\_\_

Have you previously applied to PDF for a grant? No

If yes, when \_\_\_\_\_

Did you receive the grant? \_\_\_\_\_

Did anyone suggest you apply? Yes

For our information, where did you hear about PDF? \_\_\_\_\_

PLEASE PROVIDE THE INFORMATION REQUESTED BELOW, TYPING SINGLE-SPACED AND LIMITING YOUR RESPONSES TO THE SPACES INDICATED

Describe your organization. Give a profile of your group and a brief summary of its major goals and accomplishments.

The Northeast Regional Southern Africa Solidarity Network was initiated out of a three-day conference in New Haven, Ct in September 1988. Members of 55 anti-apartheid, pro-liberation and anti-racist organizations from 12 states came together to strengthen, consolidate and coordinate on a regional level the work of the local organizations.

We feel that the 1990's are a critical point for anti-apartheid, pro-liberation work, particularly in the US. Many of the organizations in the network have worked, especially since 1984 on a local level. Major accomplishments include divestment and sanctions legislation at the state, city, county and federal levels, corporate boycotts, numerous education programs through schools, churches and community groups, mass demonstrations which have resulted in closure or movement of South African embassies or consulates, moral and financial support of the anti-apartheid and liberation struggles in South and southern Africa, and exposure of and education about South Africa's nuclear capability and threat to the entire region and collaboration with the US nuclear industry in the production and refinement of uranium from Namibia. Some organizations have also provided technical assistance in development and education to the frontline states (Angola, Mozambique, Zimbabwe, Tanzania, Botswana and Zambia).

The Network's major goals are: the elimination of apartheid in southern Africa, the independence of Namibia, the cessation of US complicity with South Africa and with the Savimbi's UNITA bandits, and a just and peaceful resolution of regional conflicts.

The Network's working goals include: continued expansion of the organization membership of the Network; total and comprehensive US and worldwide sanctions against South Africa, the cessation of US aid to UNITA and objective understanding by people in the US of the issues related to South African apartheid, liberation and economic independence in Southern Africa.

Describe the kind of community you are working in, and how you interact with other groups on connected issues.

The organizations of The Network work in all kinds of communities. We work with labor unions, churches, student groups, community organization. Our work is in the Black community and the non-Black community and we work with peace groups, non-intervention groups, anti-nuclear groups, women's groups and environmental groups because we see the issues of

apartheid, liberation and racism as connected with all of these issues and as affecting us profoundly in this country.

Briefly describe your project, and explain the need for it. *(Next page)*

Outline your specific objective for this projects and explain how and when they will be met.

Our specific objectives are:

1--Achieve comprehensive, mandatory federal sanctions against South Africa.

2--Shell Boycott

3--dollars for Democracy in Namibia.

We intend to meet these objectives through grassroots organizing, publicity, education, demonstrations, meetings and networking. How they will be met is described in the project/proposal summary.

#### DESCRIPTION OF PROJECT AND NEED

The 1990s are a critical point in anti-apartheid and pro-liberation work, particularly in the U.S. While South Africa and Namibia are currently in the mainstream media somewhat more so than in previous months, this coverage is relatively meager, given the gravity of conditions for the Namibian people and African people in the rest of Southern Africa and strongly slanted in favor of South Africa.

#### DOLLARS FOR DEMOCRACY IN NAMIBIA CAMPAIGN

The most recent attempt, as of on April 1, 1989, to implement Namibia's transition to independence via the U.N. Security Council Resolution 435, has encountered very serious obstacles. In addition to the 'normal' needs of preparing for the re-establishment of self-rule, the people of Namibia are fighting against tremendous odds to achieve free and fair elections in November, 1989. Millions of dollars are pouring into Namibia from South Africa and beyond to sabotage elections and derail Independence.

To prepare for the November 1 elections SWAPO (the Southwest People's Organization) must conduct a massive voter education campaign to educate the people about the registration and election process, necessitating travel to all parts of the country.

Since its formation SWAPO has been caring for tens of thousands of refugees. Disabled war victims, women, children and older people will be returning to Namibia in the coming months. Their resettlement will require massive rehabilitation programs.

The Network plans to educate scores of volunteers to function as lobbyists and as speakers to community organizations and on radio and television talk shows. Fundraisers and press conferences have to be planned and held.

The contributions to the "DOLLARS FOR DEMOCRACY" campaign will help to:

- o Purchase of hundreds of thousands of dollars of medical supplies and care
- o Build housing and resettlement facilities
- o Provide child care and counseling.
- o Produce hundreds of thousands of pieces of voter education literature
- o Maintain and transport volunteers throughout the country
- o Purchase public address and audio-visual equipment and transportation vehicles.

#### SHELL BOYCOTT AND JUNE 16TH LOBBYING-FOR-SANCTIONS

These activities are intended to bring continuing and increasingly intensifying attention to the general public to the need for, and the pivotal impact of, total and comprehensive U.S. economic and military sanctions.

Promotional literature has to be designed and mass distributed for a stronger-than-ever Shell Boycott, and for the June 16, 1989 sanctions lobbying activities. Fundraisers to cover these and other costs not otherwise covered have to be held.

Also, ongoing education has to be conducted and hundreds of thousands of pieces of updated literature has to be developed and handed out and mailed throughout the northeast (and the country) on South African apartheid, exploitation and militarism, on the Network itself and on the interrelatedness of the South African liberation and anti-apartheid struggles to other social justice struggles and peace work in this country and elsewhere.

BUDGET:

Previous Year - Sept., 1988 to April, 1989: \$ 5,000

\*\*\*\*\*

Current Year - April, 1989 to April, 1990

Staff:  
Coordinator (1) \$ 9,600

OIPS:  
Office Supplies (\$50/mon) 600  
Telephone (\$200/mon) 2,400  
Postage (\$170/mon) 1,700  
Copying (200/mon) 2,400  
Printing (Brochures) 4,000  
Petty Cash (\$50/mon) 600  
-----  
\$21,300

\*\*\*\*\*

Next Year - April, 1990 to April, 1991  
(Project at least a 50% increase in the Network's size, and a more "competitive" salary for the coordinator)

Staff:  
Coordinator (1) \$15,000

OIPS:  
Secretarial Services (\$200/mon) 2,400  
Office Supplies (\$50/mon) 600  
Telephone (\$300/mon) 3,600  
Postage (\$200/mon) 2,400  
Copying (300/mon) 3,600  
Printing (Brochures) 4,000  
Petty Cash (\$50/mon) 600  
-----

\*\*\*\*\*

FINDING PROSPECTS FOR PROJECT/ORGANIZATION:  
Assessments (done) of each member organization in the Network.



Peace Development Fund

44 North Prospect Street  
Post Office Box 270  
Amherst, Massachusetts 01004

(413) 256-8306

3/29

Vera,

I am assuming that since I didn't hear from you that you are receipt of PDF's guide lines and application.

Please feel free to call on me if you require any assistance.

Attached please find a copy of the Network's proposal for Interim Coordinating Committee.

I am interested in obtaining (1) the name of a contact person and (2) addresses of the groups which have a blue check mark next to it.

I'm assuming that you can help. If not, please call and direct me to someone who can.

I would appreciate this very much.

Thank you in advance!

In peace,

Rose

**NORTHEAST SOUTHERN AFRICA SOLIDARITY NETWORK  
PROPOSAL FOR INTERIM COORDINATING COMMITTEE**

1. The Interim Coordinating Committee is nominated as follows to insure geographical and constituency representation.

<u>Region</u>	<u>Constituency</u>
<u>National Organizations</u>	
American Committee on Africa (office in NYC)	Anti-Aparth.
National Lawyers Guild (rep. from Washington, DC)	Professional
<i>AFSC - Phila</i>	
<u>New York City</u>	
District 65-UAW	Labor
Civil Service Employees Assoc. (statwide)	Labor
Friends ANC, SWAPO and Frontline States	Anti-Aparth.
Mobil Out of S. Africa	Anti-Aparth.
✓ Youth Condemn Racism and Apartheid	NS students
✓ NYC Labor Committee Against Apartheid	Labor
<u>New York State</u>	
Episcopal Diocese Western NY (Buffalo)	Religious
✓ Rochester Anti-Apartheid Committee	Religious
	Anti-Apartheid