

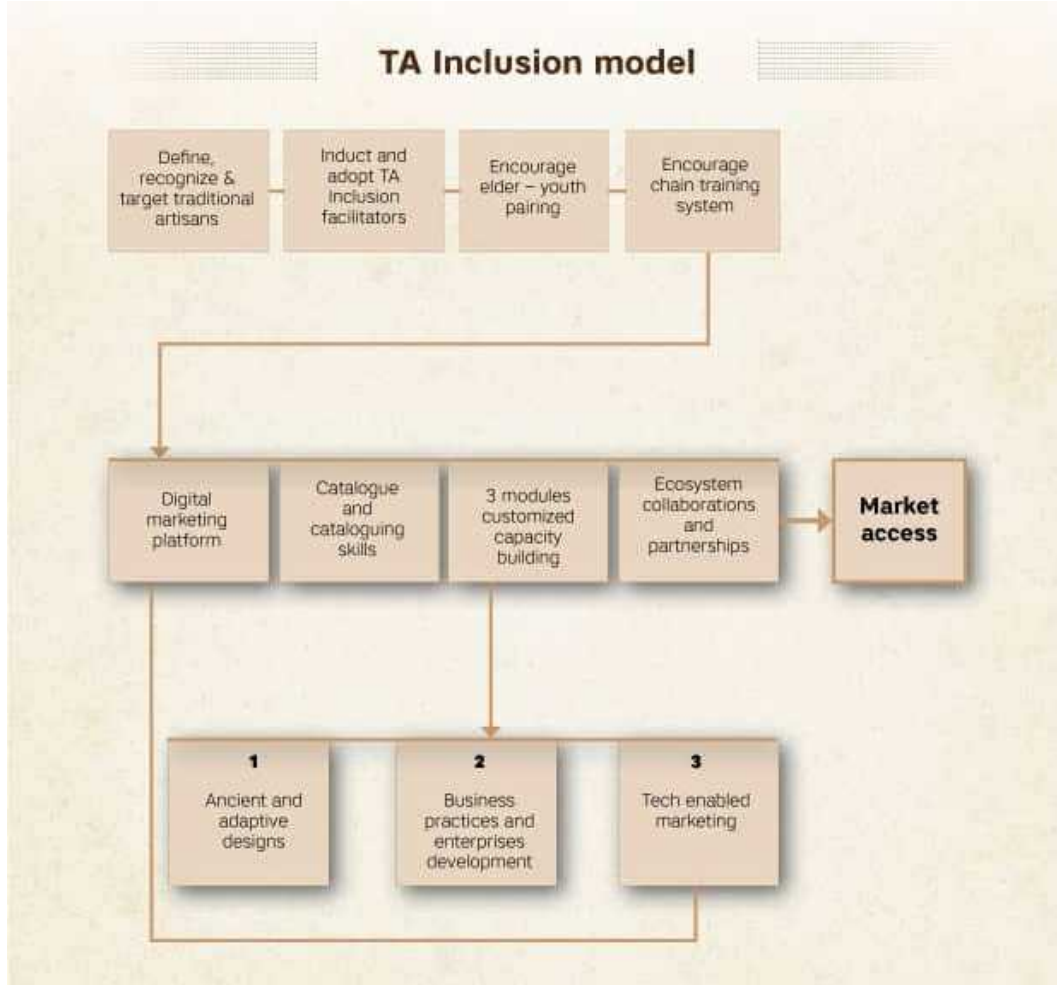


TA INCLUSION



Plot 18 Kaija Road, Fort Portal
Tel: +256 772 469751
Email: info@craftsfromafrica.net
Website: <https://www.craftsfromafrica.net/>

Traditional artisans inclusion model (TA Inclusion)



Acronyms

CIOFF - International Council of organizations for Folklore Folk Art and Festivals

IFCCD - International Federation of Coalitions for Cultural Diversity

ILO – International Labor Organization

MGLSD – Ministry of Gender, Labor and Social Development

MOU – Memorandum of Understanding

PBP – Powered By People

PM4C - Project Management for Change

TA – Traditional Artisans

TOT – Training of Trainers

UNHCR – United Nations High Commission for Refugees

Table of contents

Content	Page
Cover page	1
Acronyms	2
Table of contents	3
Pitch statement	4
Overall program summary	4
The Development Problem	4 - 5
Description of Innovation	5 - 7
The Theory of Change	8 - 10
Anticipated Impact	11
Activities for piloting the model for two years (2022 - 2023)	11 - 12
Evaluation Methodology	12 - 13
Performance indicators of the innovation in the next five years	13 - 14
Cost of the Innovation	14
Pathways to scale	15 - 16
Estimated Reach in 5 years (2022 - 2026)	16 – 17
Lead Organization	17
Partner Organizations	17 - 18
Risks to implementation	18 - 19
Citations	19
Appendices	20 - 21

Pitch statement

Target traditional artisans in Africa, consolidate their ancient designs and address their limitations to innovations and business for market access.

Overall program summary

Traditional artisans in Africa are not defined nor targeted for capacity support, leading to market exclusion and vulnerability. Their ancient designs are not consolidated and the capacity development models don't address their unique limitations to product, enterprise, technology and market development. Despite its absolute advantage to reclaim productivity among demographics with severe limitations, the sector remains forgotten in investment.

TA inclusion, using innovative strategies, recognize traditional artisans, consolidate their ancient designs and unlock product development and technology enabled marketing and hence transforming them into competitive manufacturers.

The model fills the gap in reaching traditional artisans in concept, programming and operations, builds friendliness with community processes and leverages the universality of crafting as a tradition, source of livelihood and a space of innovation and hence stands out as a unique, clever, impact potential, cost effective and scalable.

Outcomes include; increased productivity , integration into the mainstream sector, enhanced story diversity and market value of products, growing business partnerships, job creation, market access and improved livelihood. US\$ 12 million cumulative revenue impacting 2.5 million people to be realised in five years.

Using hybrid revenue model, the innovation leverages the thematic relevancy of craft to a wide range of sectors including creative economy, women empowerment, culture preservation, livelihood improvement, entrepreneurship and business promotion and builds connections. It also leverages the nature of crafts as a global commodity and establish business partnerships for marketing, promotions, capital and business financing. A team of specialists in relevant fields is assembled.

The Development Problem

This innovation addresses market exclusion leading to poverty among traditional artisans in Africa. In a 2014 report of mapping creative and cultural industries, Uganda acknowledges “the bulk of artisan skills, youth talents and cultural assets

are trapped in informal practice with limited capacities and market, contributing to mass poverty at grassroots” (MGLSD, 2014). Globally, 60% of the workforce is in informal sector and ILO estimates 300 million people to be home workers who are underserved as part of the informal economy. Despite its potential which now stands at US\$ 500 annual revenue, growing at 20% per year to reach US\$ 1 trillion by 2024 (PBP, 2021) and its absolute advantage of reaching the most vulnerable demographics like the sick, elderly, displaced and indigenous women, the handmade sector remains the most marginalized in capacity development investment in Africa.

The traditional artisans in Africa are not professionally defined, recognized nor targeted as a distinct and vulnerable production group within the contemporary creative sector. Their ancient craft designs have not been first consolidated as a distinct brand to create its own space in the market before introducing a fusion. This has distorted emergence of clear stages in crafting evolution with their advantage of expanded story diversity and improved market value.

The capacity development investment in the sector, apart from being too limited to reach traditional artisans in underserved contexts; its models do not take care of their unique limitations.

Traditional artisans who are predominantly women rely on traditional skills, hand tools, raw materials, informal distributions, are non literate, digitally excluded and operating from underserved contexts. They lost the traditional craft market as practical uses are replaced by products of modern industries and yet the emerging craft market require adaptive designs, modern business practices and technology enabled marketing. Despite their products losing market, they cling to crafting because it’s the only livelihood skill they have apart from peasantry agriculture where many of them no longer have the physical energy to engage. They form the poorest group in communities and surviving on less than 2 dollars a day.

Description of Innovation

TA Inclusion is a new capacity development model designed to define, recognize and target traditional artisans as a distinct production group within creative industry, consolidate their ancient designs and address their unique limitations to design innovations, business practice and digital marketing.

It has a three module capacity development on consolidating ancient designs juxtaposing with product development, development of enterprise and digital marketing which is customized to special limitations of traditional artisans. Other interventions include catalogue publication and provision of cataloguing skills,

featuring ancient products juxtaposed with adaptable designs, provision of technology support in form of branded digital marketing platform and establishment of ecosystem collaborations and partnerships.

The model has integrated special features including consolidating originality of ancient designs as a distinct product, use of community based TA Inclusion facilitators, pairing elderly with youth and creating a chain training system whereby the trained artisan trains another and hence a chain.

It brings in new intervention principles in the sector including introducing traditional artisans into formal capacity development, dramatic sharing of skills and intergenerational artisan communications for skills transmission and blending generational perspectives. These are in addition to common ones that include, women empowerment, heritage preservation and market access.

The model pioneers definition and targeting traditional artisans with their unique characteristics in order to meaningfully incorporate them in the contemporary creative sector and consolidation of ancient designs as a distinct product for enhanced story diversity and market value and emergence of clear ancient and contemporary stages in crafting evolution. Preserved ancient designs have a special market in education, tourism and research sectors which has only been distorted.

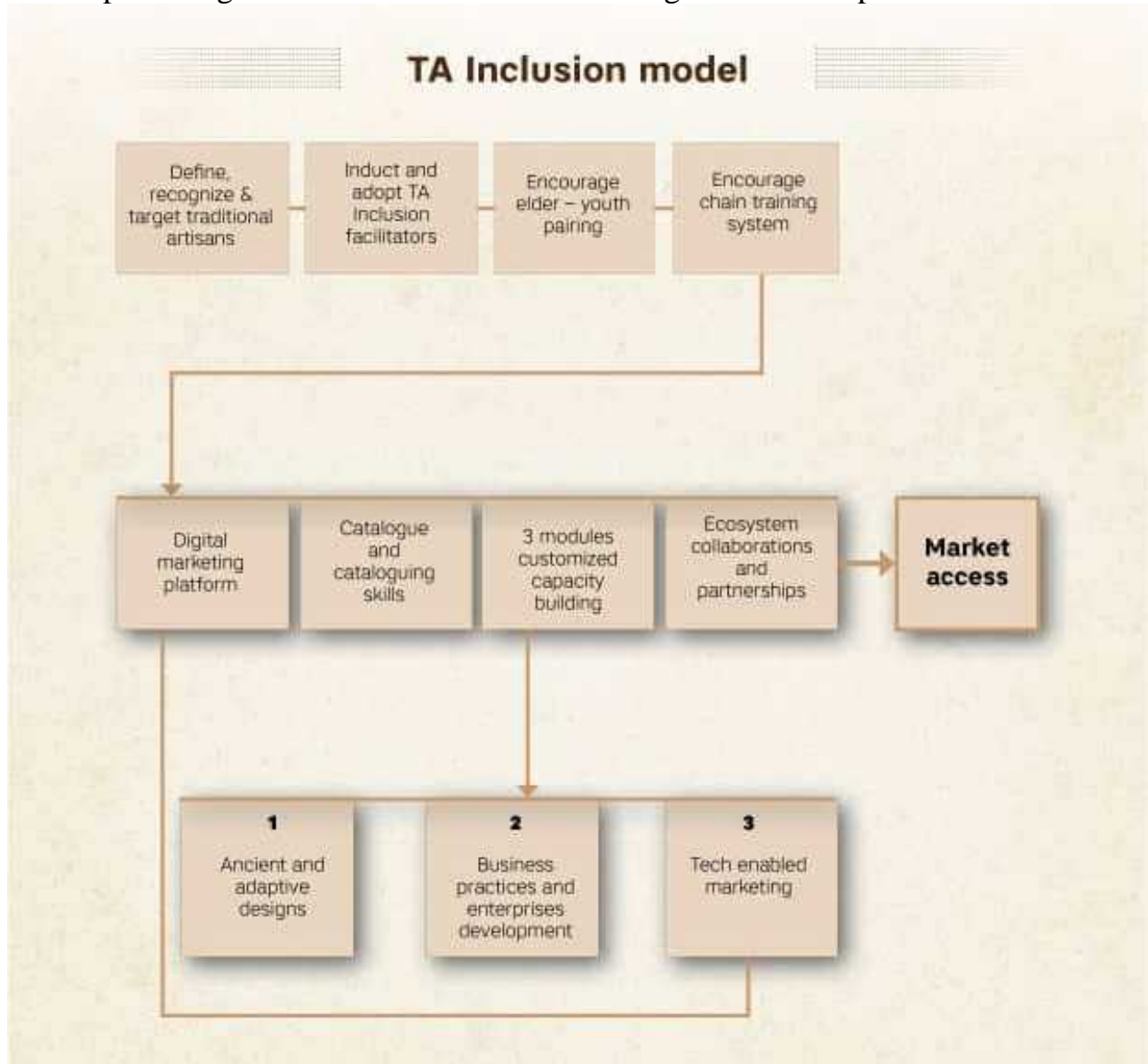
The model improves on the existing capacity development in design and creative sectors which is elitist and excludes traditional artisans who have unique technical limitations by introducing TA Inclusion facilitators, pairing elderly with youth and chain training system which mitigate the limitations and incorporate traditional artisans into the contemporary capacity development processes.

The model pioneers awareness raising on exceptional advantage of handmade sector in transforming demographics resigned with severe limitations like the elderly, chronically sick, displaced and deprived into competitive manufacturers in the mainstream economy.

Case studies have been identified around the world which proves that traditional artisanship, when given capacity development investment and appropriate models, is market and income viable. Nesta's partnership with Gee's Bend Quilting community in USA generated US\$ 330,000 income for 31 practitioners in one year by applying capacity development to centuries long quilting tradition and hence turning it into a viable economic option (Nesta, 2021). MADE 51, a craft project of UNHCR has generally achieved the goals of refugee inclusion in the market

economy (MADE 51, 2021) just as this model seeks effective inclusion of traditional artisans.

All the preceding work has been done and this stage is meant to pilot the model.



The Theory of Change

The preconditions

- i. Customized capacity building of traditional artisans on craft design consolidation and innovations, business practices and craft enterprises management and technology enabled export marketing.
- ii. Publication and periodic updating of catalogue which consolidates ancient juxtaposed with adaptive designs and ongoing provision of cataloguing skills.
- iii. Technology support in form of development and ongoing management of digital marketing platform which brands ancient juxtaposed with adaptive designs.
- iv. Ecosystem collaborations and partnerships providing further support.

Outputs

- Traditional artisans who include elders paired with youth graduate from a process of capacity and linkage building activities.
- TA Inclusion facilitators performed roles of technical and literacy support to non-literate artisans.
- Traditional artisans performed chain training to scale transmission of skills.

Outcomes

After undergoing a complete process of capacity and linkage building activities, traditional artisans who include elderly and the youth are increasingly consolidating ancient designs as a distinct product and linking it to its relevant market. They are also making innovative designs, responding to emerging needs and connecting products to the global market through digitally enabled marketing. They are managing business relationships with value chain partners and building viable enterprises which are attracting further training, business financing, capital investments and marketing partnerships from ecosystem institutions at national and international levels. Ancient and adaptive designs have emerged as clearly separate product categories, creating diversity of themes and uses with associated increased market value.

Long term outcome

Traditional artisans in Africa who include the elderly and youth competitively accessing the global craft market and effectively integrated in design and creative manufacturing sector and creating jobs across the value chain.

Impact

Traditional artisans in Africa who include the elderly and youth and predominantly of female gender increasingly improve incomes, livelihood and welfare.

The key assumptions

1. The economic, political, social and health environment in the targeted countries remain conducive.
2. The most effective way of enabling poor traditional artisans to get income is to develop the market of their craft products.
3. Consolidating the originality of ancient designs of craft can increase market value and benefits to traditional artisans.
4. The employed unique strategies can enable traditional artisan uptake the capacity building.
5. Traditional artisans will access sufficient internet connectivity for their digital marketing of crafts.



TA INCLUSION



The theory of change



Anticipated Impact in three years pilot phase (2022 - 2024)

The anticipated impact of this pilot phase of the innovation is generation of EUR 400,000 as cumulative revenue in three years from craft export by 500 traditional artisans who currently live on less than 2 US\$ a day as evidenced by the baseline data on recruitment into the program. These will include the 50 master artisans who enter the direct training and each of whom come from a group of 10 members. The revenue will also impact family members of each of the 500 artisans.

The project will also establish tested and sustainable capacity to scale the impact and this will be realized through developed digital marketing infrastructure, resources in form of tested toolkits, network of 30 community based TA Inclusion facilitators, mobilized network of consultants, published master catalogue, mobilized and engaged pool of ecosystem national and international partners.

Activities for piloting the model for two years (2022 - 2023)

1. Expert review and validation of training toolkits.

Three international specialists in craft product development, micro enterprise development and craft export respectively will be contracted to review the already developed toolkits of TA Inclusion model and validate them.

2. Development of a pilot group of 30 TA Inclusion facilitators.

Average educated youth, digitally literate and living close to artisan communities will be recruited, given TOTs and commissioned as community based facilitators of TA Inclusion model to offer literacy, digital and technical backup to artisans. Two specialists who participated in the development of toolkits will facilitate.

3. Development of master catalogue.

A documentation expert with ten master artisans from communities with different craft traditions will research, document and publish in print and digital formats a master catalogue with ancient juxtaposed with adaptive designs. It serves as a tool in training and marketing.

4. Re-development of digital marketing platform.

The already initiated online market place <https://www.craftsfromafrica.net/> will be re-developed with content of ancient design juxtaposed with adaptive designs with functionalities of promotion and marketing.

5. Three pilot training workshops

Fifty traditional artisans (the elderly and youth successors) each representing a group of ten members will be mobilized from communities which have different crafts traditions, recruited and undergo three seven day's residential workshops

facilitated by respective expert assisted by the commissioned TA Inclusion facilitators as follows;

- A set of toolkits on introduction to design innovations and product development
- A set of toolkits on basic business practices and enterprise
- A set of toolkits on export marketing and integrated digital technology

6. Establishing a monitoring framework

An evaluation expert will review the program documents and facilitate two days workshop to confirm key performance indicators, pre-determined evaluation methodology and establish appropriate information management system.

7. Establishment of ecosystem collaborations and partnerships. Relevant organizations at national and international levels will be approached for business financing, capital investment funding, further training, business promotions, marketing and networking for artisan groups

Approximate amounts to be spent on each activity

- i. Online marketing platform redevelopment US\$ 4,978
- ii. Toolkits review and validation US\$ 23,886
- iii. Catalogue development US\$ 17,824
- iv. Workshop facilitation US\$ 105,600
- v. Development of monitoring frame US\$ 3,981

Breakdown of the total amounts to be spent on major budget categories

Salaries and benefits (3 staff for 24 months)	US\$ 11,880
Consultant's fees for implementing project activities	US\$ 95,973
Administrative expenses (audit fees and M&E)	US\$ 16,938
Costs for implementing activities	US\$ 85,201
TOTAL	US\$ 209,992

Evaluation Methodology

At implementation of this pilot stage of the innovation, the methodology of evaluation will be collection and processing of monitoring data which will be integrated in activities but not an independent and separate evaluation project. Appropriate data collection tools will be developed around the performance indicators of this pilot phase of implementation and administered during activities like field work, workshops and meetings. The officer in charge of monitoring and evaluation will coordinate data collection and process and present to the quarterly evaluation meetings which will approve the quarterly evaluation reports which will feed into overall evaluation report of the pilot phase of implementation.

There will be reports developed after every activity which will also feed into the quarterly and final evaluation reports of the pilot phase.

As an activity, this implementation phase will establish and confirm the overall monitoring framework of the progressive implementation of the innovation. With expert facilitation, the team and stakeholders will establish and confirm the key performance indicators over a determined period of time, determine evaluation methodology and establish the information management system to be used.

Performance indicators of the innovation in the next five years

No.	Indicator	Target	Means of verification	Evidence/source of information
1.	Cumulative number of traditional artisans reached by the innovation	250,000 (direct beneficiaries) and 2.5 million (indirect beneficiaries)	a) Annual evaluation b) Monitoring data collection	c) Evaluation research d) Activity reports e) Annual evaluation report f) Evaluation research report
2.	Annual rate of increase in digital transactions by traditional artisans	20% per year	i. Evaluation research ii. Monitoring data collection	i. Evaluation research report ii. Audit of digital marketing platform
3.	Realized cumulative amount of funds and in-kind support to implementation of the innovation	EUR 3.4 millions	i. Monitoring data collection	i. Funding contracts ii. Partnership memorandum of understanding (MOU's) iii. Annual reports

4.	Realized cumulative amount of capital and business financing to traditional artisans	EUR 470,000	i. Monitoring data collection	i. Financing contracts
5.	Realised cumulative total export sales from products of traditional artisans	EUR 12 millions	Monitoring data collection	Sales report
6.	Number of jobs created along the value chain	750,000	Evaluation research	Evaluation research report

Cost of the Innovation

Since we are simply moving to piloting the innovation, we can only analyze the costs during the proposed award period. At this pilot phase of the implementation of the innovation, about 92% of the costs will go on activities which lay the foundation for the implementation at scale. These activities are general in nature for the future implementation that cannot be apportioned to the particular number of beneficiaries who are covered by this pilot phase. These background activities include; developing digital market platform, training toolkits, materials, community based TA Inclusion facilitators, monitoring framework and establishing collaboration and partnerships.

The only activity that is specifically apportionable to the target beneficiaries of this pilot phase and its funding is the three modules training workshop which has a total of US\$ 105,600 divide by 50 beneficiaries to get US\$ 2,112 as cost per beneficiary. This cost is expected to vary slightly as the activity takes place in the different areas. The model, after being introduced in a particular community, it is designed to be adaptable to programs of local organizations and community

processes and thus greatly diminishing costs but increasing reach and impact. This is achieved through mechanisms like adaptable toolkits, the roles of community based TA Inclusion facilitators and established incentives for chain training whereby one trained person trains another and the chain continues.

Pathways to scale

In ten years, this innovation will reach 1,250,000 people as direct participants and impact 12,500,000 people who include family and enterprise members on average of 10 people per direct participant. This projection is based on assessed need and capacity that is assembled in plan. However, better estimation will be done after the pilot phase which tests the assumptions.

The innovation will use hybrid revenue model since it will provide capacity development in craft exportation and the lead implementer also demonstrates exportation itself.

It will 90% rely on public funding and nonprofit implementation and during this proposed catalytic support, it will execute four measures to generate public demand support, implementation and fundraising partnerships.

- Enter collaborations with support organizations in the relevant fields of crafts, culture, women empowerment, entrepreneurship promotion and indigenous affairs at national and international levels to provide a platform for promotion of the innovation and generate implementation partnerships and public funding.
- Seek partnerships with ecosystem organizations from national to international levels to adopt and replicate the innovation using collaborative public fundraising strategy among assembled partners.
- Propose to the already identified organizations like D-Prize which fund extending implementation of the approved innovations to new geographies.
- Facilitate the incubated craft enterprises to access further support like capital and business financing and training which bring revenue to the innovation in form of consultancy fees.

The implementing organisation by demonstrating exportation and providing facilitating services and infrastructure will earn professional fees, commissions and profits which after a breakeven will be re-invested into the scaling activities. This source of revenue is projected to grow with expanding population and geographical coverage, deepening experience and engagements both at the level of implementing partners and beneficiary groups and individuals.

Three measures will be taken during this catalytic support to strengthen effectiveness of this revenue source.

- Enter business partnerships with international craft enterprises like Powered by People and Nesta Artisan Guild for brand representations, promotions and marketing.
- Explore partnerships of capital investment on the basis of revenue sharing with relevant organizations like COLABS.
- Promote results to attract demand of cost sharing participation beyond the basic beneficiary targets.

As the reach expands, turnover, accumulating revenue and capacity of scaling also increase.

The activities of this pilot phase, test assumptions, rollout the model, provide evidence which are transformed into content for promotion of the innovation leading to increased public demand, number and quantity of implementing and funding partners and therefore capacity for scale and impact.

Estimated Reach in 5 years (2022 - 2026)

This innovation will reach 250,000 traditional artisans from across Africa in five years as direct beneficiaries and impact other 2.5 million people who are members of their close families and artisan groups where they belong (10 people per trained artisan) as indirect beneficiaries. These will be reached through in person activities including workshops, reading materials, data collection and mobilization and virtual interactions through the digital marketing platform, websites and social media platforms and by the lead implementing organisation “Crafts from Africa International” and several co-implementing and ecosystem partners in different localities.

Traditional artisans are people who manufacture goods using their hands which may be assisted by simple traditional tools and manufacturing from locally grown or generated materials. They are predominantly women and elderly with limited energy to engage in agriculture which is the only alternative economic activity accessible to them. They are concentrated in remote areas and disadvantaged communities like underserved villages, urban slums, care centers and displaced peoples settlements. They are excluded from the design and creative economy sectors because of their special physical and capacity limitations. They are economically invisible and one of the poorest economic groups surviving on less than US\$ 2 per day. The innovation in five years will enable them generate

cumulative total of Euros 12 million from export sales and 750,000 jobs in the traditional artisan sector. It will improve livelihood of families and 75% will be earned by women. These estimates have been reached through assessing the extent of the problem since traditional artisanship exists in every community and universally suffering exclusion, the transformative potential of the sector if innovative mechanisms are assembled and the potential of support because of the diversity of linkages and connections of the sector.

This innovation will raise awareness and inform players in design and creative sector, that traditional artisanship has been excluded in the existing capacity development investment and its models.

It will inform policy makers how artisanship has absolute advantage to economically transform the most vulnerable, disempowered and hard to reach if we only apply capacity development investment and attract social innovations in the sector.

Lead Organization

African Continental Crafts Ltd is a social enterprise with a focus of Africa continent established by a network of traditional artisans to promote design innovations, craft enterprises, market access and global visibility of Africa Craft heritage. Among several programs, it is operating a growing digital marketing platform <https://www.craftsfromafrica.net/>.

The two institutions sponsored a global survey of artisan industry.

We invite three categories of partnerships;

- i. Relevant organizations that can adopt and replicate the model in their target geographies across Africa. We can collectively fundraise for the scaling and replication projects.
- ii. Donors, philanthropists and fundraisers for raising the required funding of multiplicity of replicating projects by different scaling partners across Africa.
- iii. Government corporates and professional institutions and individuals for advocacy, mobilizational, funding, fundraising support.

Partner Organizations

1. Engabu Za Tooro (Tooro Youth Platform for Action) is an artisan support organisation with headquarters in Fort Portal Tourism city, Western Uganda. It is accredited to UNESCO to provide advisory services to the Intergovernmental

Committee for Safeguarding Intangible Cultural Heritage and implementing long term safeguarding programs for two cultural elements which are inscribed on UNESCOs lists and the associated UNESCO funded projects.

It represents Uganda on International Council of organizations for Folklore Folk Art and Festivals (CIOFF) and it is the founding chair of Uganda section of International Federation of Coalitions for Cultural Diversity (IFCCD).

2. International Council of Organizations for Folklore, Folkart and Festivals (CIOFF)

This has chapters in 79 countries which organizes international festivals and exhibition of art and crafts. Through a memorandum of understanding, it has adopted the innovation for promotion and possibilities of being adopted and implemented by different chapters in different countries of Africa.

3. Black Fox Philanthropies

This is a fundraising support international social enterprise based in USA. It will provide fundraising support to the implementation of the innovation including coaching to strengthen fundraising materials, identification of relevant funding agencies, providing connections and recommendations where they are relevant. It's facilitation fees will be funded by Engabu Za Tooro.

4. Project Management for Change (PM4C)

This is a fundraising support international social enterprise based in USA. It will provide fundraising support to the implementation of the innovation including coaching to strengthen fundraising materials, identification of relevant funding agencies, providing connections and recommendations where they are relevant. It's facilitation fees will be funded by Engabu Za Tooro.

Risks to Implementation

i) The design of the innovation foresees a challenge of limited physical and technical capacity of the targeted traditional artisans to uptake and respond to training since they are often elderly and who have never accessed any formal education and training. To mitigate this challenge, the design of the innovation incorporates the aspect of youth pairing with the elderly both in training and practice.

ii) Traditional artisans are presumed to use their traditional skills, tools and raw materials as a starting point and since these are from nature, in some places they could have faced extinction or are hard to get due to environmental degradation. The design of the innovation incorporates an aspect of encouraging adaptability

which may include adapting new substance as raw material. The innovation will also inspire development of other programs like reclaiming and revitalizing biodiversity part of which provide raw materials to craft making.

iii) The traditional artisans are concentrated in underserved places. This could make it difficult and expensive to reach them. To address this through the roles of community based TA Inclusion facilitators, adaptable toolkits and a chain training system, the model is designed to be easily localized and adapted to local organisation and community processes.

iv) In some countries implementation maybe affected by lack of enabling trade and creative economy development policies. Efforts will be made to identify policy impediments before launching intervention in any country.

v) Lack of adequate and timely funding could pose a challenge in implementation. To address this, a robust fundraising strategy has been developed, which involve hybrid funding sources, including targeting donors and philanthropies, professional and mission aligned partnerships and commercial sources including business revenues and partnerships. Also employed is a strong mobilization and promotion strategy of the innovation to generate demand through mission aligned networks and platforms.

Citations

1. MADE 51, 2021. <https://www.made51.org/>
2. MGLSD 2014. Report on the mapping of culture and creative industries in Uganda. Available on: https://en.unesco.org/creativity/sites/creativity/files/qpr/uganda_cultural_mapping_report_final-2014-min.pdf
3. Nesta, 2021. <https://www.buildanest.org/>
4. PBP, 2021. Creative manufacturing and handmade: A sector whose time has come. Available on https://cdn.shopify.com/s/files/1/0525/1609/4140/files/CMH-Report-PBP-MCF-February-2021_1.pdf?v=1619817956
5. Research and markets Ltd.”Handcrafts market: Global industry trends, share, size, growth, opportunity and forecast 2018 – 2023.” Research and markets, June 2018. Available on <https://www.researchandmarkets.com/reports/5311717/handicrafts-market-global-industry-trends>

Appendices

Appendix 1

Identified ecosystem institutions for collaboration and partnerships

a) Product and market development consultancies

(For consultancy contracts and sharing expert knowledge)

1. By Hand Consulting
2. Bellezza Global Consulting
3. The Challenges Group
4. Stacy Edgar Consulting
5. The Challenges Worldwide

b) Artisan business support agencies

(For ongoing capacity development training, capital support, business financing and business small grants)

1. Aid to Artisans
2. Sprout Enterprises
3. Artisan Alliance

c) Artisan business aligned networks and platforms

(For sector advocacy, business promotion, marketing and sharing of information)

1. Women Craft Social Enterprise
2. Global Women Artisans
3. Nest Artisan Guild
4. Rising International
5. Traid Craft Exchange
6. Canadian and African Business Women Alliance
7. To The Market
8. Data Artisan
9. Acacia Creations
10. UYNow/Artisan Resource
11. World Pieces
12. Prosperity Catalyst
13. Ten Thousand Villages

d) International Craft Enterprises

(For Business Partnerships in marketing, promotions and brand representation)

1. Powered By People
2. AOW Handmade

e) Artisan support organizations and programs

(For knowledge, information and experience sharing)

1. UNHCR MADE51 project

f) Public funding agencies and calls on livelihood improvement, business skills development, digital inclusion, women empowerment and culture preservation.

g) Organizations and programs that support social innovations and ecosystem through funding, coaching investment and connecting to funding and sharing opportunities.

1. African Visionary Fund
2. Global Innovation Fund
3. D-Prize
4. Foundation for Inclusion
5. MIT Solve Innovation Challenge
6. The Cordes Foundation/Opportunity Collaboration
7. The Audacious Project
8. Draper Richards Kaplan
9. Skoll Foundation
10. Roddenberry Foundation
11. Mulago Foundation
12. Google.org
13. Echoing Green
14. Co – Impact
15. Siegel Family Foundation
16. Special Impact Prize
17. Innovation for Poverty Action
18. Conveners.org
19. USAID’s Development Innovation Ventures
20. Fund for Innovation in Development

h) Project management, strategic planning and fundraising support consultancies

1. Blackfox Philanthropies
2. Project Management for Change