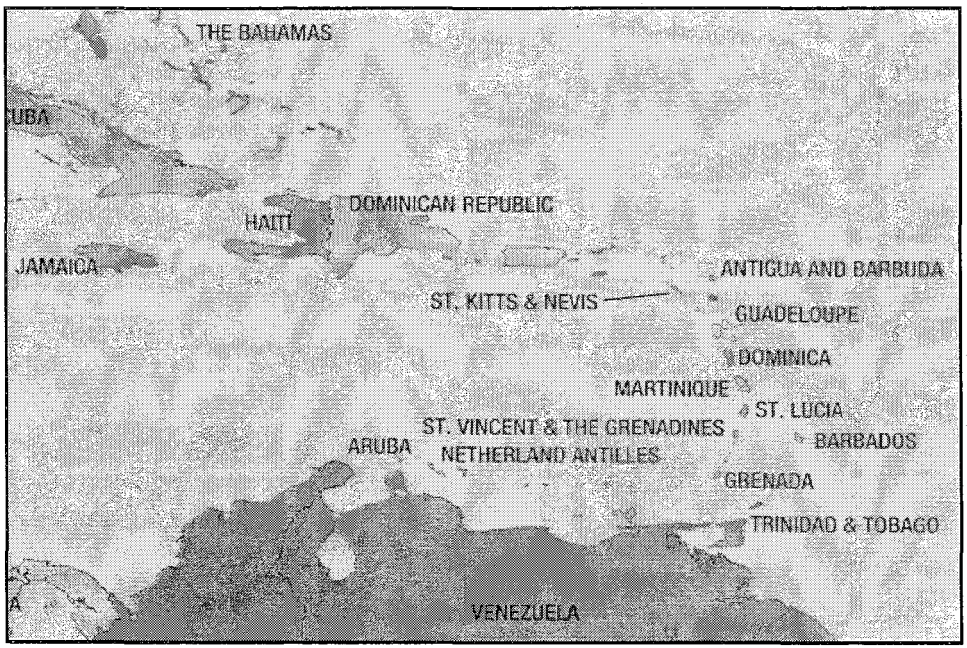
The Mukti Fund in St. Kitts and Nevis

1983 — 2004

How A Small Foundation Can Make A Difference

August 2004



MAP OF THE CARIBBEAN, LOCATING ST. KITTS AND NEVIS

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1983 — 2004

How A Small Foundation Can Make A Difference

August 2004

ST.KITTS AND NEVIS
COAT OF ARMS

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Introductory Note from the Mukti Fund's Board of Trustees

This document is a short history of the Mukti Fund's activities in St. Kitts and Nevis. It is also a case study of a small grantmaking foundation trying to make a difference in a small island nation in the Eastern Caribbean. It demonstrates how a modest amount of money, carefully spent, can have significant impact. Leadership is a critical element in this history. Also key to our story is the creative tension implicit in how the Mukti Fund has alternatively behaved and viewed itself—both as a philanthropic grantmaker and as a resource for economic and social development. Finally, although small and volunteer-run, this small foundation certainly has aspired to be, and for the most part has been, influential and professional.

This history is timely in that, after twenty years, the trustees of the foundation have agreed to the recommendation and request of the founder and funder of the Mukti Fund, Michael Dively, to suspend grantmaking in the island nation of St. Kitts and Nevis and to mount a program in the United States that would be closer to the founder's current philanthropic interests. Therefore, at this juncture, the Board of the Mukti Fund thought it worthwhile to reflect on and share our story with interested parties in the United States and in St. Kitts and Nevis. This document is very much a collaborative effort of the Mukti Board of Trustees, and we acknowledge the primary role of Tom Fox, who volunteered to be the principal drafter. We are grateful to him for his leadership and effort.

We hope that this history will be useful not only to practitioners in St. Kitts and Nevis, and the Caribbean, but also to students of philanthropy and leaders of small private foundations, including but not limited to those interested in international activities.

Though with considerable regret, the Mukti Fund leaves St. Kitts and Nevis with genuine confidence in the future of the country and the several organizations, people and ideas it has worked with for almost two decades. The Mukti Fund and all six of its trustees feel great pride in the programs, organizations and people we have supported. We were also deeply moved by the remarks of Prime Minister Dr. Denzil Douglas during our recent visit to St. Kitts and Nevis. He noted that our efforts over the past decades "had helped to awaken in the people of St. Kitts and Nevis, and himself personally, the need and urgency to preserve and protect the uniqueness of the country." If we have succeeded to match his description and praise, even in a small way, we have achieved a very great deal.

The Mukti Fund Board of Trustees

Michael Dively
Martin Dupuis
Thomas Fox
Weston Milliken
William Moody
Judith Towle

August 2004

The name mukti comes from Sanskrit and means liberation.
Mukti Fund, a non-profit foundation, was established to expand individual awareness and improve the quality of human life through community and neighborhood projects.

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The Beginning

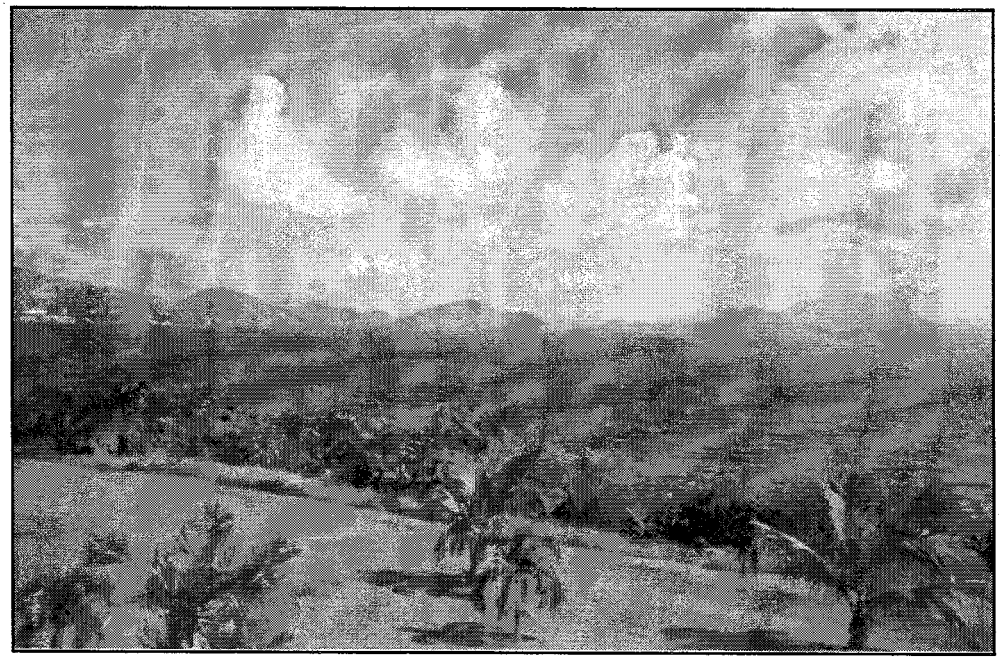
Background

Our story starts with Michael Dively. Raised in Shaker Heights, an affluent suburb of Cleveland, he was educated at the University School, Williams College, and the University of Michigan's law school. Dively started his career in Michigan politics and then proceeded to teaching at the college level. In the early 1980s, to some degree influenced by his prominent businessman father, he started to think about how he might use the money that he would inherit. Not wanting to follow his father's pattern of supporting conventional causes, but seeking to establish himself as a philanthropist, he started conferring with friends and professionals in the foundation world about optional ways to structure his giving, with a particular focus on international issues that had long engaged him.

Two friends and previous classmates were particularly helpful to his thinking: Bill Moody of the Rockefeller Brothers Fund, and Tom Fox of the Council on Foundations. Both men suggested that he focus his giving in the Caribbean, because modest amounts of money could leverage big things in the small island nations in clear need of thoughtful philanthropic and development assistance attention. Also, the Caribbean's proximity would enable Dively to monitor the grants more easily than in other parts of the world.

Dively and Martin Dupuis, a former Dively student at Albion College, formally created the Mukti Fund in 1983. (Mukti is Sanskrit for liberation and was chosen because the founders established the fund to help liberate people both at a spiritual level, by expanding their individual awareness, and at the physical level, by supporting local efforts to improve the quality of life within a local neighborhood or community.) The tiny foundation started out by making a very few modest grants in Michigan and later in the Washington D.C. area, where the two founders lived for several years.

However, based on the suggestions he had received and his own desire to branch out, Dively resolved to develop an international program and to explore options in the Caribbean. He was aided in this direction by a luncheon organized by Tom Fox where Dively met with several NGO leaders active in the Caribbean; they suggested several countries to visit. Subsequently, after visiting two other island countries, Montserrat and St. Vincent, Dively fixed on the federated nation of St. Kitts and Nevis, primarily because of the warm greeting he received from a number of influential people in that country, including Attorney General Tapley Seaton, the Government's chief planner Victor Williams, and particularly Ricky Skerritt, a former Rhodes Scholar, prominent businessman, and Director of the Chamber of Industry and Commerce (CIC). His many good ideas, combined with suggestions from other Kittitians and Nevisians, persuaded Dively that the Mukti Fund could indeed play a useful role in that small, dual-island country of 45,000 people and approximately 100 square miles.



In the background, the Southeast Peninsula of St. Kitts with the island of Nevis rising to the right, as seen from the western side of Basseterre Harbor, St. Kitts.

First Steps

The first St. Kitts and Nevis grants initiated in the 1985-1989 period by Dively, with support from founding trustee Martin Dupuis and newly elected trustees Bill Moody and then Tom Fox, created a very favorable first impression of the Mukti Fund in the island nation. Starting with a grant to establish a micro-loan fund at the St. Kitts-Nevis Foundation for National Development, Dively then developed with the CIC's Ricky Skerritt a Small Grants Program to be funded annually by the Mukti Fund and administered by the CIC to support community-based projects. This second activity in particular associated the name of Mike Dively and the Mukti Fund with a wide variety of important community activities, including support for schools and parishes. In a country with very limited resources and very few donor institutions, Mukti became known as a positive and approachable asset, attentive and responsive to local needs.

This same pattern continued with other Dively grant initiatives. In partnership with the Michigan-based Kellogg Foundation (well known to Dively from his Michigan roots), the Mukti Fund helped to initiate an Academic Excellence Recognition Dinner, overseen by the CIC and the Ministry of Education, to honor outstanding students and their teachers. (This annual event continues to this day, without funding support from outside the country but with active local business sponsorship—an important Mukti achievement and demonstration of sustainability.)

Another Dively initiative, this one with the U.S.-based International Book Project, led to the establishment of a program to bring books to Kittitian and Nevisian libraries. Over a ten-year period, some 22,000 books were donated to St. Kitts and Nevis, again making the Mukti Fund well known throughout the country.

Continuing with a focus on listening to local expressions of need, a 1989 grant was made to the Business and Professional Women in St. Kitts to support the purchase of a highly visible bookmobile van. Then, also in 1989, when Hurricane Hugo devastated many facilities and basic infrastructure and much of the agricultural base in the country, Mukti's $10,000 grant for rebuilding homes and other infrastructure was warmly received by the Government of St. Kitts and Nevis, a further demonstration of the Mukti Fund's humanitarian orientation and commitment to the people of the island nation.

Even though the Mukti Fund was very small at this stage in its history, with an endowment of only $5,855 plus annual contributions from Dively, and a grantmaking budget of about $8,000 in 1986, this first phase of the Mukti Fund's involvement in St. Kitts and Nevis was highly successful and very important to Mukti's subsequent evolution. In particular, the reputation of the Mukti Fund was established as very positive, both among ordinary citizens, who came to associate Mukti with helping to meet basic needs, and among the elite of the government and business sectors, who benefited from Mukti's responsiveness and obvious commitment to the country.

Indeed, through the creation of an Advisory Committee, several of these leaders became resources and formal allies for Mukti's program planning and implementation. Ricky Skerritt was particularly active in this role, but others played important roles (see below, Mukti Fund *modus operandi*). Also, a number of senior government officials, up to and including both Prime Ministers in the past twenty years, were very supportive of Mukti's involvement in many worthwhile causes in the country, some serving on the Advisory Committee.

Other significant results of the first phase of Mukti's involvement in St. Kitts and Nevis flowed from the nation-wide nature of several of Mukti's efforts. The foundation gradually came to appreciate the country's character and structure, its challenges and opportunities, both those of the principal urban areas, Basseterre and Charlestown, and those of its rural, agrarian base. A holistic view of the nation started to emerge and helped to define the strategic planning efforts of Mukti's Board of Trustees.

Finally, as chronicled in the April 27, 1986 edition of *The New York Times* by philanthropy specialist Kathleen Teltsch, "Small New Philanthropy With Modest Goals", (see Appendix A) the Mukti Fund owed most of its success to the efforts of Michael Dively who did almost all of the legwork for the foundation in-country. The relationships he created and the trust and respect he engendered were essential building blocks for the foundation's next steps.

The Growth of the Mukti Fund

After approximately five years of grantmaking in St. Kitts and Nevis, the foundation's small Board of Trustees (Dively, Dupuis, Moody and Fox—joined by Caribbean expert Judith Towle of the Island Resources Foundation in 1991) decided on a number of steps to increase and improve the impact of the Mukti Fund's efforts. With the assets of the foundation increasing to over $1,000,000 because of a major bequest from Dively's father, Mukti felt it should become more "professional" in its management and strategic in its grantmaking.

Accordingly, the trustees decided on a number of management decisions and actions. Perhaps most important, all members of the Board began to assume specific programmatic responsibilities, although Dively remained the primary manager of the foundation's operations. Additionally, the trustees decided to meet as a group in St. Kitts and Nevis, initially every second year and later once a year; consequently, the full Board met seven times in the islands, the last time in March of 2004. This meant that each trustee was able to explore a particular program idea in-country and develop the necessary contacts to bring an idea to the full Board for its consideration. The net effect of this delegation of responsibility was to give a far greater sense of ownership of the Mukti Fund's program to all trustees. It also enabled the Board to accomplish far more than if it had stayed totally dependent on Mike Dively's trips and telephone communications; and it further freed up Dively's time and focus to think about broader issues.

Another significant set of changes in the Fund's management involved its commitment to accountability. To ensure that the Mukti Fund's program met local needs, the trustees worked hard to tap the advice and perspectives of a local Advisory Committee, and even considered engaging an in-country Mukti representative to complement the trustees' periodic programming trips and long-distance communications. (This idea was finally rejected, primarily because of its overhead cost implications but also because most of the trustees felt confident and satisfied with their own hands-on roles, which they greatly enjoyed.)

In another accountability step, an Audit Committee was created as a means to assure the full Board that the Fund's finances were being carefully managed. A separate Investment Committee was also created to ensure careful monitoring of the Fund's growing endowment. In the beginning, the Investment Committee interviewed several potential investment counsel firms and selected two, believing that their different investment approaches provided diversity and balance for the portfolio. The Committee also crafted a Socially Responsive Investment Policy, which was put in place in 1993 and updated periodically.

Finally, the Mukti Fund was very attentive to the standards and "principles and practices" espoused by the Council on Foundations, for instance by publishing an annual report, even in the early years when there was little to report. Also, using the Council on Foundations' "Self-Study Guide for Non-Family Foundation Boards", the Board of Trustees went through a careful self-assessment process in 1990. And, in 2002, the Board developed a conflict of interest policy.

Strategic Plan: Nation Building

Without question, the most important step the trustees took to improve the grantmaking program was to develop a strategic plan. After almost a full year of deliberations and discussions, the Board adopted the first of three strategic plans in 1989. With an overall vision of supporting "nation-building", the Board focused on the general theme of sustainable development with a special focus on the preservation and conservation of those characteristics that are unique to St. Kitts and Nevis—its natural environment and its historic and cultural heritage. The plan, distributed to all Mukti stakeholders and potential grantees in the country, would become the focus for the Fund's program for the next fifteen years, including the projects already being funded under the Small Grants Program managed by the Chamber of Industry and Commerce.

The rationale for the trustees' decision to choose "nation-building" as its particular focus is important and needs to be described in more detail. For years, St. Kitts and Nevis depended on the production and export of sugar for the overall economic growth of the country. However, with the demise of sugar as the principal source of national income, St. Kitts and Nevis became increasingly dependent on tourism. This evolution, however,

raised a new question: how would this island country compete with other island nations in the same situation and with similar assets for tourism?

In consultation with its in-country Advisory Committee and other local people, Mukti decided it would emphasize and seek to enhance the preservation and development of those national assets that were unique to St. Kitts and Nevis, thereby lending support to a tourism strategy that did not rely only on climate, beaches and resorts. The expectation was that such an orientation would also encourage a stronger sense of national pride, which in turn would contribute to what Mukti called nation-building.

It should also be noted that this holistic approach to the development of St. Kitts and Nevis corresponded to the professional interests and experience of several of the trustees. For them, St. Kitts and Nevis represented a microcosm or prototype of a developing country, and thereby furthered their commitment to Mukti's strategy and program.

Implementation of the Strategic Plan

In implementing its strategic plan, the Mukti Fund developed four primary areas of concentration:

(1) support for civil society;

(2) support for collaborative public/private sector initiatives;

(3) collaboration with Government; and

(4) catalyst for new ideas.

In all four of these categories, Mukti was committed to capacity building and institutional strengthening of local initiatives and institutions.

(1) Support for Civil Society

In part because Mukti was not always able to achieve effective collaboration with the Government of St. Kitts and Nevis (see below, section on *Mukti Fund Achievements*), but also because of the trustees' belief in the essential importance of an organized and effective civil society in any country, the Mukti Board devoted substantial resources to those NGOs

whose programs and mission corresponded to the goals of the Mukti Fund. Mukti's support included financial resources and encouragement to NGOs, both as service providers and as advocates with the Government.

St. Christopher Heritage Society (SCHS) — CIC's Ricky Skerritt introduced the Mukti Fund to Jackie and Larry Armony who shared a dream to create a grass roots conservation and environment group for St. Kitts. Their dream soon became the St. Christopher Heritage Society. Originally, the SCHS was run by only a few volunteers, and it had only limited financial resources at the time the Mukti Fund developed a specific interest in its mission, so obviously compatible with Mukti's strategic plan.

Mukti provided grant support for several Society projects, including development of its Documentation Center. More important, it stabilized core funding for the Society—first by providing financial support for the Society's first full-time Executive Director and then by helping to influence the Government's decision to fund an annual subvention for the Society. It is fair to say that Mukti's encouragement, advice and financial support have played a very important role in the establishment and stabilization of the Society—its fundraising strategies, several of its projects, its membership development, and even its overall management decisions.

Nevis Historical and Conservation Society (NHCS) — Although larger and older than its Kittitian counterpart, the Nevis Historical and Conservation Society has also benefited from both project-specific support and more general institutional support from Mukti, including funding for its capital campaign and its endowment drive.

The Society was established in 1980 and is the largest NGO in Nevis and the largest membership-based conservation organization in the country. It manages two museums, a research archives and an environmental library, all of which Mukti has supported over the years. Funding has also been provided by Mukti for staff training, publication upgrade including development of a web site, planning for a field research center, facilities renovation, and salary support for key staff during a period of institutional change and expansion. The leadership of the NHCS has made it clear to the trustees how important Mukti's personal (non-financial) support has been over the years, often citing a two-day strategic planning retreat facilitated by Mukti and sensitive counsel in times of stress and difficulty.

Nevis Environmental Education Committee — A quasi-independent program of the NHCS, the Committee's efforts to increase community awareness about environmental issues and to develop educational materials for local schools were supported by Mukti.

The role of Island Resources Foundation (IRF) — Given the importance of strong, viable NGOs to Mukti's strategic plan, the Fund came up with a formula to channel a significant percentage of its support for local NGOs through the Island Resources Foundation. IRF is a 32-year-old development assistance organization with long experience working in the Caribbean; and its principals, Judith and Ed Towle, are highly respected in St. Kitts and Nevis. Partnering with IRF, therefore, both simplified Mukti's own administration and linked Mukti's funding in the islands with experienced technical and management assistance.

Chamber of Industry and Commerce (CIC) — Technically an NGO, the Chamber has been an important partner of the Fund, first as the administrator of the Small Grants Program and a sponsor of the Academic Excellence Recognition Dinner, and later as a collaborator on Beautiful Basseterre (see below, *Public/Private Initiatives*) and other areas of common interest. It has been the key to Mukti's interaction with the private sector, particularly in St. Kitts.

Small Grants Program — As noted earlier in this history, one of the first projects of the Mukti Fund—before the development of its strategic plan—was the Small Grants Program. Initially designed to support a wide range of community projects, the Program was asked to adjust its guidelines to conform to the new strategic plan, *i.e.*, by focusing community grants on the preservation of the natural, historic and cultural assets of St. Kitts and Nevis. Originally managed by the CIC, the Program was transferred in 1993 to the St. Christopher Heritage Society and the Nevis Historical and Conservation Society to administer. Although Mukti's participation came to an end in 2002, the NCHS and the SCHS continue to seek alternative funding sources for the Small Grants Program, which provided over $140,000 in grants over the sixteen-year period.

(2) Support for Collaborative Public/Private Initiatives

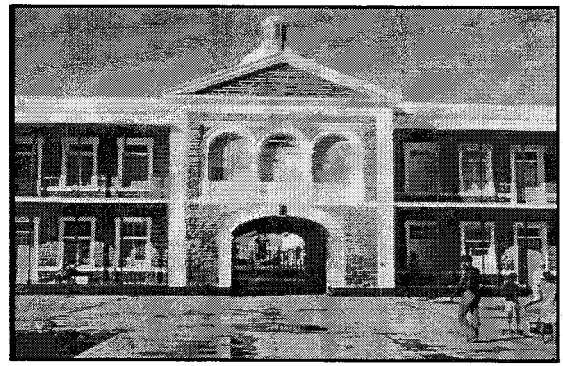
Early on in its St. Kitts and Nevis program, the Mukti trustees recognized the importance of identifying funding opportunities that promoted joint initiatives and partnerships between the public and private sectors in pursuit of shared objectives. Indeed, the country already had a limited tradition of such partnerships, most notably in the almost

40-year partnership between the federal government and a private society to restore and manage the country's premier historic monument, the fortress at Brimstone Hill. Building on this tradition, the Mukti Fund provided funding for a number of private sector initiatives that were also linked to identifiable needs in public sector programs.

Preservation of Historic Architecture and Beautiful Basseterre — The brainchild of Maurice Widdowson, a prominent businessman with a substantial retail store in the heart of the nation's capital city, Beautiful Basseterre became a project of the Chamber of Industry and Commerce. Its purpose was to preserve and restore the architectural integrity of traditional Basseterre on the assumption that preserving the local architecture of downtown Basseterre would be good for Kittitian business and tourism.

First, Mukti provided grant support, and an expert consultant from the Florida Association of Voluntary Agencies for Caribbean Action, LaVerne Wells-Bowie, to draft architectural guidelines for Basseterre. Mukti also arranged for a prominent historic preservation lawyer from Washington, D.C., Tersh Boasberg, to assist the Attorney General, on a *pro bono* basis, with proposed historic district legislation to protect Basseterre's architectural heritage. The Mukti trustees also met with the Prime Minister as well as the Attorney General to urge enactment of the legislation. (At the time of this writing, the legislation was not enacted, although there is some tacit adherence to many of its provisions. At a March 2004 meeting, Widdowson paid great tribute to the Fund's efforts in St. Kitts, claiming that Basseterre's architectural integrity greatly benefited from Mukti's leadership and support.)

The National Museum — The proposal to convert the historic Treasury Building in Basseterre into a museum was a local initiative, and it soon became a major priority for the Mukti Fund. The Fund supported the St. Christopher Heritage Society's efforts to persuade Government to commit to and finance the Treasury Building conversion, and provided substantial funding for Museum planning, staffing, training, fundraising and some capital expenses. At the time of this writing, the Museum is open to the public and there is continued activity devoted



The historic Treasury Building in Basseterre, St. Kitts, headquarters of the St. Christopher Heritage Society and home of the National Museum, both important grantees of the Mukti Fund.

to improving its physical infrastructure. Mukti has also attempted to encourage private and corporate support for the Museum, another clear example of Mukti following its strategic plan.

Brimstone Hill — Mukti's support for this national monument has helped sustain what is perhaps the most successful public/private sector partnership in the country. In the 1960s, Government vested the management and administration of the fortification in an independent society, which today is known as the Brimstone Hill Fortress National Park Society. The fortification is the country's premier tourism attraction and its only declared national park; it was formally recognized by UNESCO in 2000 as a World Heritage Site. Over the years, Mukti has supported Brimstone in a variety of ways, including intern support, museum planning, and staff development.

(3) Collaboration with Government

Like so many developing countries, St. Kitts and Nevis depends to a very large degree on the resources, policies, and political will of its government. Consequently, the Mukti Board of Trustees made great efforts to encourage and collaborate with the St. Kitts and Nevis Government as it attempted to meet the objectives of its strategic plan.

National Conservation Commission (NCC) — Created at about the same time as the Mukti Fund started making grants in St Kitts and Nevis, the NCC was established as a public authority to protect those sites in the country that had particular environmental, historical or cultural importance. The Commission itself, chaired initially by the Attorney General, included private sector, NGO and Government representatives. It was virtually inactive at the time Mukti became interested in determining how it could support the Commission while carrying out the goals of its own strategic plan. Mukti attempted to assist in the revival of the NCC, primarily by encouraging the top leadership of the Government of St. Kitts and Nevis to fully implement the Commission's important mandate, an effort that continued even after the political power in the country had passed from one party to the other. (At the time of this writing, the NCC was still not fully functional, although discussions about its revision are underway.)

Other Initiatives with the St. Kitts and Nevis Government — Although the National Conservation Commission was the primary focus of Mukti's efforts to collaborate with Government, the Fund often supported projects and initiatives that captured the attention of both the Government and private sector organizations. The most notable of

such initiatives were those related to improving public spaces in the country's urban centers, preserving traditional architecture, establishing a national museum, and increasing private philanthropy through government incentives. These are discussed in more detail in the sections that follow.

Additionally, on the occasion of the Fifteenth Anniversary of the independence of the Federation of St. Kitts and Nevis, the Mukti Fund provided funding to the Ministry of Culture for a folklore mural in the Arrival Lounge of the renovated Robert L. Bradshaw Airport.

Nevis Island Administration (NIA) — The Mukti Board has spent substantially less time with the NIA than with the national government of the federation, but the Board has provided briefings to the NIA on the Project for Public Places (see next section), given strong support for the "Charming Charlestown" initiative and has urged special attention to the restoration of the historic Treasury Building in Charlestown. David Robinson of the NHCS has made clear his belief that Mukti made a significant contribution to preservation efforts in Charlestown, the main urban center of Nevis.

(4) Catalyst for New Ideas

In addition to its role as provider of grant support to specific projects and organizations, the Fund also saw its role in St. Kitts and Nevis as that of a catalyst for and generator of ideas that fit within its strategic plan. Many of these were first vetted with the Mukti Fund Advisory Committee, but some emerged directly from individual trustees' experience.

Philanthropy — With encouragement from the Mukti Advisory Committee and from several business leaders, Mukti tried to generate interest in strengthening philanthropy in St. Kitts and Nevis. It offered to finance an expert to consult with the Government about tax-related issues involved in creating incentives for philanthropic giving. And it hosted a seminar where a top official of the Puerto Rico Community Foundation, Nelson Colon, discussed that model with business leaders and government officials. Unfortunately, perhaps because the Government was not in a position to risk a decline in tax revenues, these initiatives have not been pursued, at least not yet.

Sustainable Agriculture — Several of the trustees explored with Government officials and private-sector farmers the principles of sustainable agriculture and fisheries,

particularly as the country moved from its dependence on sugar. Despite some flickers of interest, however, the Fund never committed any funds to this idea.

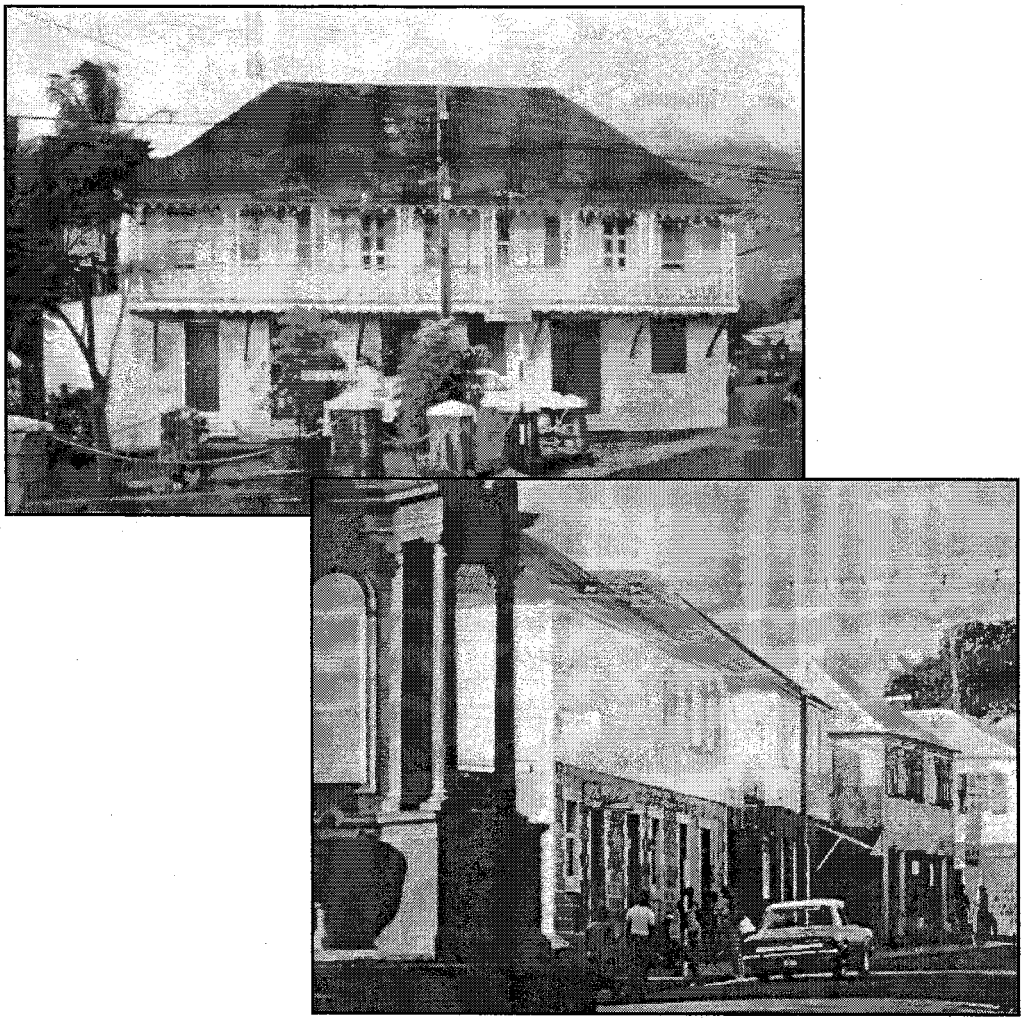
Micro-Lending — Encouraged by Advisory Committee member Mary Spooner, the Fund introduced in Nevis a micro-loan fund at the Nevis Credit Union, directed particularly toward women entrepreneurs. For reasons that were not obvious to the trustees, however, the idea never developed as hoped, although a few women clearly benefited from the program. Therefore, the Fund did not provide support beyond its initial $10,000 investment.

The Sugar Railroad — Led by trustee Bill Moody, the Fund tried to stimulate interest in converting the sugar railroad in St. Kitts to an inexpensive people-mover, for tourists and residents alike. The vision was to reduce vehicular traffic and pollution while making the whole island more accessible, using historic industrial infrastructure. Subsequently, the railroad has been converted by private interests to passenger use, but with new luxury railcars on the old tracks and at rates geared primarily toward tourists rather than local citizens.

The production of sugar has dominated the economy, landscape and social fabric of the country since the eighteenth century. More recently, the economy has diversified away from sugar, and the most rapidly expanding sector is now tourism.

Project for Public Places — Throughout its history in St. Kitts and Nevis, the Fund was committed to the notion that the country should strive to be people-friendly, that cars and "development" should never overwhelm natural and cultural beauty, and there should always be pleasant places for people to pause and enjoy life and the world around them. Twice the Mukti Fund brought to St. Kitts and Nevis the leading experts from the U.S.-based Project for Public Places, to recommend actions that the two primary urban areas, Basseterre and Charlestown, might take, for example, to beautify common land or redirect traffic patterns. Although there has

been no single and explicit acceptance of their recommendations, interest was very high, both in government ministries and among private-sector institutions. And while others played a role in subsequent improvements in the two towns, progress like better maintenance of Independence Square in Basseterre owes some debt to this Mukti effort.



The country's urban centers: Charlestown, Nevis (above) and Basseterre, St. Kitts (below). The Mukti Fund has supported efforts in both towns to preserve their unique West Indian character and traditional architecture.

The Mukti Fund's Modus Operandi

Board Process

With the active support of co-founder Martin Dupuis, the Mukti Fund originally was an expression of Michael Dively's philanthropic priorities. He decided on the focus of the foundation on St. Kitts and Nevis, and he did the early programming, particularly the Small Grants Program and the Academic Excellence Recognition Dinner. However, with the additions to the Board of William Moody of the Rockefeller Brothers Fund in 1985, Thomas Fox of the Council on Foundations in 1986, and Judith Towle of the Island Resources Foundation in 1991, the Mukti Fund Board of Trustees gained access to considerable expertise in sustainable development.

The Mukti Fund Board of Trustees in Nevis in 1992 (at the Museum of Nevis History). From left to right: Michael Dively, Martin Dupuis, Thomas Fox, Judith Towle, and William Moody.

Collaborating on the nation-building strategic plan solidified this group of friends and gave the Mukti Fund not only a conscientious and committed board but also relief to Michael Dively in his (unpaid) staff role. Each trustee assumed responsibility for individual liaison relationships and for developing certain program ideas. As a result, the Mukti Fund evolved from being an instrument solely for Michael Dively's philanthropy to a collective effort of five committed friends and colleagues who enjoyed working together. Weston Milliken, who joined the Board in 2001, brought further strength to the Mukti Fund, with his expertise in organizational behavior and his excellent diplomatic skills and good common sense.

On-Site Meetings

Doing their business primarily by quarterly conference calls in the early years, the Board later decided that it was important to meet once a year in St. Kitts and Nevis. Their intent was to directly observe the islands' needs, facilitate contact with those government and private organizations and people who were natural allies for the Fund, and solidify the commitment of the trustees to the small Caribbean country. In some years, the Board also met in the United States for planning purposes, again to enable face-to-face discussions as well as fellowship. (It should be noted that the trustees' expenses for these meetings in St. Kitts and Nevis as well as in the United States were borne mostly by the volunteer trustees themselves.) In all cases, good food, notably at the Founder's Annual Dinner, and a universal appreciation of Caribbean rum added to the trustees' bonding.

Rotation of Officers

Leadership of the Board of Trustees' functions also rotated. Martin Dupuis served as the original Board President/Chair. He was succeeded in 1994 by Thomas Fox who, in turn, was succeeded in 1998 by Judith Towle, who served in that role until 2004. There were also standing committees, for internal audit and for investments. As founder, Michael Dively retained the roles and titles of Director and Treasurer throughout this twenty-year period.

Incentives for Trustees

The Board members' commitment to the Mukti Fund was further solidified by three Dively initiatives—Trustee Discretionary Grants, the encouragement of the Mukti Significant Others (MSOs), and Trustee Recognition Grants.

The first initiative, Trustee Discretionary Grants, gave each trustee the opportunity to ask Mukti to match (up to $300 per year) a contribution to any charitable organization of his or her choosing, even if it was unrelated to Mukti's priorities.

The second initiative allocated $1,000 per year to the Mukti Significant Others (spouses, partners and, in one case, offspring of the Mukti trustees) to support projects of their choosing in St. Kitts and Nevis. Although this program did not endure, because of the MSOs' inability to visit the country each year, it did tie the MSOs to their spouse's support for the Mukti Fund; and additional worthwhile community projects were funded, *e.g.*, equipment for an orphanage, a garden project, and a training program for home care support workers.

The Trustee Recognition Grants were a more ambitious Dively initiative. These were "out-of-program" grants, in that they were not directly related to the Fund's work in St. Kitts and Nevis, but each supported a program that was both complementary to Mukti's St. Kitts and Nevis focus and important to the individual trustee. Starting in 2000, three grants, ranging from $70,000 to $85,000, have been made to honor the three trustees most allied with the St. Kitts and Nevis program:

- for Tom Fox, to Williams College to endow a fund for summer internships in Africa or the Caribbean;
- for Bill Moody, to the Atlantic Center for the Environment to endow a fund for international conservation and sustainable development; and
- for Judith Towle, to the Community Foundation of the Virgin Islands to endow a fund for environmental studies in the Eastern Caribbean.

Advisory Committee

At one point, the trustees considered adding to the Mukti Board of Trustees one or two residents of St. Kitts and Nevis, to ensure that the Board had the benefit of their

understanding of local culture and politics as well as funding opportunities. But the Board eventually decided that it would be awkward for residents to deflect local grant-seekers and difficult for the existing Board to maintain the cohesion it had achieved if geographically distant Kittitian or Nevisian members were added.

Therefore, the Board invited a number of leading citizens of St. Kitts and Nevis to meet with the Board to offer suggestions and advice, and to be available between meetings to respond to questions and suggest opportunities. Although the Advisory Committee had no official chairman, Ricky Skerritt was the acknowledged unofficial leader and most constant contributor of the group. Valuable roles were also played by former Attorney General Tapley Seaton, attorney Charles Wilken, planner Victor Williams, former Peace Corps director Alphonso Bridgewater, former Caribbean Conservation Association Director Calvin Howell (now deceased), current Attorney General Delano Bart, Des Henry, formerly with the local Hotel Association, and Nevisian activist Mary Spooner.

The Advisory Committee, both as individuals and as a group, played very important roles for the Fund. As noted above, Mary Spooner, for example, was essential to the Fund's experimentation in Nevis with a micro-lending program to support women entrepreneurs. The Committee as a whole was also important in promoting the discussion about corporate philanthropy in St. Kitts and Nevis. Equally significant was the group's steady encouragement and useful feedback on the trustees' ideas and proposals.

Implications of Grantmaking to Non-U.S. Organizations

Although grants can be made by U.S. private foundations (such as the Mukti Fund) to charities virtually anywhere, there are additional administrative requirements for grants made internationally. In the early days of the St. Kitts and Nevis program, when Mukti's grants were few and relatively small, the Fund chose to exercise expenditure responsibility by following the five basic steps outlined by the U.S. Internal Revenue Service (IRS) for ensuring that such grants are being used appropriately.

As the grants grew in size and the focus was on two grantees—NHCS and SCHS—the Fund, in the mid-1990s, moved to meet IRS equivalency determination requirements (*i.e.*, more formally determining that our grantees were equivalent to a U.S. public charity). With assistance from the staff of Island Resources Foundation, the Fund obtained grantee affidavits from the two local organizations, which allowed us to reasonably conclude these grantees were the equivalent of a U.S. public charity. These affidavits were periodically

updated. Later, in 2003 and 2004, the Fund made grants to IRF which, in turn, served as the sponsoring organization for the National Museum in Basseterre, which itself was not yet formally established as a legal entity.

The Mukti Fund has also carried out its work through grants to U.S. organizations, like the Atlantic Center for the Environment and the Florida Association of Voluntary Agencies for Caribbean Action, as well as the Island Resources Foundation. (Grants to the Government of St. Kitts and Nevis did not require an equivalency determination or expenditure responsibility.)

Overall, the U.S. regulations governing international grantmaking by foundations posed no major problem for the Mukti Fund.

Mukti's Partnership with Island Resources Foundation

Mukti's financial relationship with IRF started in 1992, in large part because IRF had an ongoing program of support to NGOs in the Eastern Caribbean; a grant to IRF to work with St. Kitts and Nevis NGOs, therefore, both furthered Mukti's goals and supported IRF's existing program. Additionally, in some cases, IRF was an effective means for making Mukti funds available, as in the early years of support to the St. Christopher Heritage Society when Mukti funded the salary of the new Executive Director.

Later, once it became clear that Mukti's most consistent grantees and relationships would be the NGOs of St. Kitts and Nevis, the Mukti Board of Trustees (with Judith Towle abstaining) decided to funnel almost all of its support to the country's NGOs through the highly experienced and respected Island Resources Foundation. In this way, Mukti could not only avoid time-consuming paperwork but also integrate expert advisory services with the grant funding Mukti provided. Through this partnership relationship from 1996 to 2002, the Mukti Fund provided $100,000 to Island Resources Foundation to support the institutional development of conservation NGOs in St. Kitts and Nevis. Over half this funding was then awarded as grants by IRF to the NGOs (*e.g.*, grants for staff training, facility upgrades, equipment, intern support, etc.), with the balance utilized to support IRF's technical assistance to the NGOs, particularly for long-term strategic planning.

The Mukti/IRF partnership was to prove an extremely effective strategy for expanding the non-government base for conservation programming in St. Kitts and Nevis. The overall goal was to strengthen NGO management capabilities, augment their leadership

skills, and increase NGO organizational capacity to plan and grow strategically. Therefore, when making grants to targeted NGOs (primarily the Nevis Historical and Conservation Society and the St. Christopher Heritage Society), Mukti and IRF encouraged the organizations not only to use these funds to fill "gaps" in operational funding but also to plan for longer-term institutional needs.

Additionally, IRF implemented a series of strategic planning retreats for Mukti's grantee NGOs. Within this format, a board spectrum of topics was considered, including: board development, preparation of institutional development plans, fund raising, community outreach, fiscal management, retail operations, museum development, and government relations. Feedback from the NGOs was very positive.

Mukti Fund as an Idea Broker

Since the Mukti Fund never had more than approximately $65,000 to award as grants in St. Kitts-Nevis in any one year, the trustees made every effort to contribute to the country both by brokering ideas that fit with Mukti's principal objectives and by encouraging other funders to support programs and organizations in the country. Some of the ideas Mukti attempted to broker are described in more detail in the earlier section on *Catalyst for New Ideas.*

As far as encouraging other donors and funders, over the past twenty years Mukti trustees made efforts to persuade and possibly partner/co-fund with the Organization of American States, the U.S. Agency for International Development, the World Bank, the W.K. Kellogg Foundation (to build on Mukti's early collaboration on the Academic Excellence Recognition Dinner), the French Foreign Aid Program in the Caribbean, and other foundations, big and small. Initiatives were also explored with operating organizations like Partners of the Americas, the U.S. Peace Corps, the Florida Association of Voluntary Agencies for Caribbean Action, and the Atlantic Center for the Environment, as well as the Island Resources Foundation.

The sad fact, however, is that, with the exception of official development assistance funding from bilateral and international organizations, few private organizations and funding sources are present, or seem particularly interested, in St. Kitts and Nevis. Moreover, with the exception of encouraging French funding for the National Museum, Mukti has not been able to interest the official foreign aid funders in its priority areas.

Achievements of the Mukti Fund

Overall, the simple fact that the Mukti Fund expended over $650,000 from 1985 until 2004 is in itself an important achievement. No other private foundation has come close to that level of contribution to the development of St. Kitts and Nevis.

A second over-arching achievement has been the political and intellectual contribution that the Mukti Fund has brought to St. Kitts and Nevis. With its singular focus on preserving the country's natural, cultural and historical resources and assets, and relating that focus to the country's virtual dependence on tourism, the Mukti Fund helped to create a standard for policy and operations in both the government and in the private sector.

Non-governmental Organizations

The most obvious tangible example of the Mukti Fund's contribution to St. Kitts and Nevis is its role in the growth of those NGOs whose mission most closely mirrors the objectives of Mukti—the St. Christopher Heritage Society and the Nevis Historical and Conservation Society. Both organizations appear to be sufficiently established to inspire confidence that they are permanent assets to the two islands. Moreover, because their missions are so close to those articulated in Mukti's strategic plan, there is every reason to believe that their voices and their programs will enable Mukti's priorities to continue to be promoted into the foreseeable future.

Jacqueline Armony and Tapley Seaton of the St. Christopher Heritage Society present a gift of appreciation to Michael Dively (center) and the Mukti Fund at a reception in St. Kitts in March of 2004.

A further indication of ongoing sustainable support for the conservation and preservation of the country's historic and natural heritage is the current interest in both St. Kitts and Nevis in the creation of National Trusts, one for each island. At the time of this writing, these proposals were being considered carefully by the Federal Government in St. Kitts and the Nevis Island Administration. If adopted, they would provide new leadership and support for heritage protection and for the cause of historic and environmental conservation.

Progress within the Government of St. Kitts and Nevis

The Mukti Fund has enjoyed a very cordial relationship with the Government of St. Kitts and Nevis and with the Nevis Island Administration, although it should be acknowledged that the Fund devoted less attention to the Government of Nevis than to the national government of the Federation in St. Kitts. The trustees have had good access to the Prime Ministers of St. Kitts and Nevis and the Premiers of Nevis, and to a variety of Ministers of Government, especially the Minister of Tourism and several Attorneys General. Access has also been readily forthcoming at senior and technical levels in several ministries and statutory agencies.

While not all of Mukti's recommendations have been accepted or even directly considered, none have been rejected outright and most have been received with interest. The trustees hope that some may yet re-appear in another guise, like the protection of the architectural integrity of Basseterre, the legal framework to encourage philanthropy, or the full revival of the National Conservation Commission. Further, Mukti clearly played an essential role in Government decisions to provide some core support for the St. Christopher Heritage Society and to establish and provide significant support for the National Museum.

Civil Society and Business Awareness

Mukti's overarching goal and objectives have also affected both civil society and the private sector. The Small Grants Program touched numerous community groups, churches, schools, artistic troops, and small NGOs. It has been heartening for Mukti's trustees to observe firsthand various community-based environmental and cultural projects financed by their small grants.

Through its long-term relationship with the Chamber of Industry and Commerce, Mukti enjoyed excellent partnerships with the private sector—in the early years of the Small Grants Program, in the promotion of Basseterre Beautiful, and in supporting Government-endorsed incentives for private philanthropy and the recommendations of the Project for Public Places. Mukti can claim some credit for encouraging a sense of corporate citizenship in St. Kitts and Nevis.

Mukti's Exit Strategy

The Mukti Fund Board developed a highly disciplined process of exiting the program in St. Kitts and Nevis, including: focusing only on the most important relationships in the final four years, giving grantees long advance notice of our departure, and consulting carefully with the principal grantees about crafting final exit grants that support their long-term sustainability. The feedback we received about the care with which Mukti terminated its funding while encouraging self-sufficiency was uniformly very positive.

Some Disappointments

There are, of course, some regrets that this history should reflect. First among them is the fact that Government's commitment to preserving priority historic, cultural and environmental resources was never as strong or sustained as the Mukti Fund would have desired. Economic and social pressures, similar to those faced by most small island nations with limited resources, undoubtedly influenced Government's choices, including its inability to mount and carry out more broadly-based and long-term resource conservation and protection programs.

The absence of other like-minded external donors that share the Mukti Fund's specific priorities is also a disappointment. The country needs and deserves more international support for resource and heritage conservation, from public and private sources, than it receives.

And, finally, as the Mukti Fund ceases to provide grant funds to St. Kitts and Nevis, it is not clear what will happen to certain priority projects and ideas which the Mukti Fund has supported for almost twenty years. Will the National Museum in Basseterre attract the support it needs to thrive? Will the promotion of private philanthropy receive the encouragement it needs from Government? Will Charlestown and Basseterre develop more

people-friendly town centers? It is a disappointment that the Mukti Fund will no longer be in a position to support these unfinished tasks; yet we remain confident that new forms of assistance will emerge to join forces with hopeful and committed Kittitians and Nevisians to see many of them through to fruition.

Conclusions and Lessons Learned

One interesting aspect of the Mukti Fund's history is the interaction between two potentially conflicting identities. Mukti has been both a funder for the sustainable development of St. Kitts and Nevis and also a traditional philanthropy with its roots in the interests and concerns of its founder and governing board.

In the life of a newly independent developing country, twenty years is a very short time, too short to truly assess its progress toward sustainable development. Therefore, were the Mukti Fund chartered as an economic and social development funding organization, it might still be making grants in St. Kitts and Nevis. But the Fund is a grantmaking, philanthropic organization run by trustees whose interests evolve and change. Still, the Mukti Fund stayed the course in St. Kitts and Nevis for almost two decades, an achievement in its own right.

A second set of conclusions about the Mukti Fund's work in St. Kitts and Nevis focuses on how one small foundation has carried out its mission and what factors might have contributed to its success. A number of broader lessons can be taken from the Mukti Fund's experience that would be useful to a reader involved with foundations.

- The interest of most of the trustees in the Caribbean and in sustainable development, even before joining the board, was key to their commitment to Mukti work. They saw St. Kitts and Nevis as a microcosm of their work in other developing countries.

- The detailed, hands-on work by the trustees with the grantees and in the islands clearly increased that sense of commitment and buy-in. Ongoing, personal links between trustees and principals in St. Kitts and Nevis facilitated communication and collaboration of all parties. Further, it helped those principals improve their own work as they learned new ideas and techniques from the Mukti Fund trustees.

In short, these trustees did far more than sit around a table and passively make decisions about proposals received from afar.

- The evaluation process of grants and the close face-to-face relationship with grantees helped both the grantees and the Board to be more disciplined and effective.

- The commitment of the trustees was increased by their personal financing of trips to St. Kitts and Nevis, which was only partially subsidized by the Fund. This was not a board on a boondoggle!

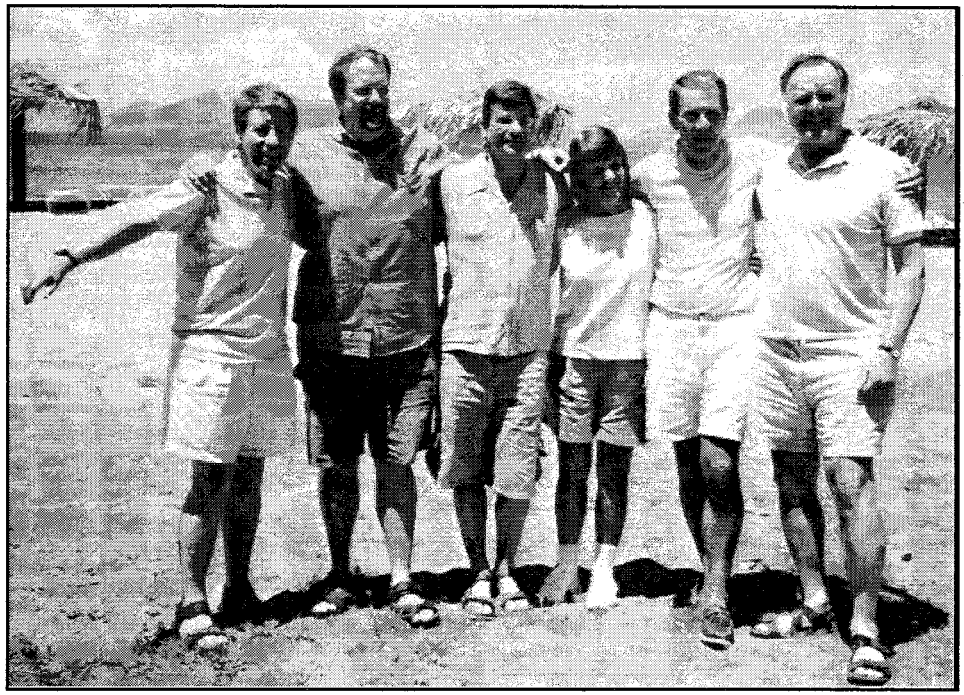
- A committed and detail-driven Director, who was willing to volunteer sometimes as much as two days a week, was fundamental to the operational success of the Fund. In this role, he was able to encourage and support the other trustees carrying out adjunct staff roles.

- The Mukti Board demonstrated a capacity and willingness to be creative and experimental in its grantmaking. In particular, the traditional donor/beneficiary relationship between Mukti and its NGO grantees was enhanced by developing what were essentially collaborative partnerships, in which each partner was sensitive and responsive to the other, so that over the long term the partnership became as important to Mukti's trustees as the allocation of its monetary resources to the NGO.

- By studying issues and trends in philanthropy and in the Eastern Caribbean, the Fund and its trustees became more effective and aware. In face-to-face meetings, the trustees also discussed the broader influences of development in the Caribbean as well as their obligations as stewards of philanthropic dollars.

- Trustee Recognition Grants, Trustee Discretionary Grants, and the Mukti Significant Others Grants encouraged and acknowledged trustee involvement and support of the Fund.

- A commitment to having fun while doing Mukti's work seriously was also indispensable to the *esprit de corps* of the trustees, as is clearly demonstrated in the photo below.



The Mukti Fund trustees enjoy a moment of friendship in Nevis (March 2004), (left to right) Bill Moody, Weston Milliken, Marty Dupuis, Judith Towle, Mike Dively and Tom Fox.

Masquerade Performer, a folk art tradition
in St. Kitts and Nevis
(Photo courtesy of the St. Christopher Heritage Society)

Appendix A

"Small New Philanthropy with Modest Goals"
by Kathleen Teltsch
Reprinted from *The New York Times*
April 27, 1986

The New York Times

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Small New Philanthropy With Modest Goals

By KATHLEEN TELTSCH

The Mukti Fund' would be easy to overlook among the country's 24,000 grant making foundations.

Mukti, which is Sanskrit for liberation, has assets of $5,000. Mukti's chief organizer, Michael Dively, says it may be the youngest and smallest American foundation with an international perspective.

Mr. Dively and Martin Dupuis, a law student, created Mukti in Michigan in the summer of 1983. So far they have given away $15,000. Mr. Dively, a lawyer, teacher and former Michigan legislator, introduced Mukti to the philanthropic community recently by issuing a report on its modest activities and aims "to improve the quality of life through community projects."

These activities have focused on Mukti projects in the eastern Caribbean islands of St. Kitts, Nevis, and St. Vincent, where the foundation supplied the first chicken egg incubator to help in producing broilers for the islanders.

"We don't have a lot of money and we want to keep expectations low," Mr. Dively said. "We're not rich Americans coming in with a big splash."

One of their first projects was helping to restore a library building on St. Kitts that was destroyed by fire three years ago. They also want to help restore Brimstone Hill, a fort built in 1700, that is a major tourist attraction.

Foundation Helps With History

Mr. Dively said many of the islanders complain that their only history has been written by outsiders, and they do not have a sense of their own culture. The Islands had been British colonies. So Mukti is financing the work of 20 high school students who have volunteered their efforts to put together a "History of Kittitians."

The fund has no application forms but advises organizations seeking help to send a brief letter describing their proposals to Mukti's office at 10895 Peninsula Drive. Traverse City, Mich. 49684.

St. Kitts, Nevis, and St. Vincent combined have a population of slightly more than 100,000, which is not many more than the people in the district Mr. Dively represented in his three terms as a Republican legislator.

Mr. Dively, 47 years old, said his involvement in philanthropy was in the tradition of his father, George S. Dively. The father, a prosperous Cleveland businessman, created the George S. Dively Foundation, a small philanthropy that concentrates on encouraging corporations to assist disadvantaged communities.

'We Could Be Involved'

"My father is 83 and living in Florida and his interests are in domestic improvement while mine are in international affairs," Mr. Dively said.

The Mukti Foundation emerged from several evenings of talk between the two organizers. Because Mr. Dupuis objected to writing reports, he was named president, and Mr. Dively became secretary-treasurer. They recruited William Moody of the Rockefeller Brothers Fund as their sole trustee and Tom Fox, a vice president of the Council on Foundations, as an unpaid consultant.

The organizers selected the Caribbean islands because it was accessible and "we wanted some place small where we could be involved ourselves," Mr. Dively said. Although he had never seen the island until last year, he said he was drawn intuitively to St. Kitts. Earlier this month he had his first meeting with the Island's Ambassador to Washington, William Herbert.

While he was attending recent meetings of the, Council on Foundations in Kansas City, Mo., Mr. Dively managed by telephone to acquire a cabinet for the St. Kitts library, at no cost; from the Agency for International Development in Washington. He made another telephone call to a friend in the Peace Corps and arranged for the cabinet to be shipped without charge by a businessman sending a freight container to the islands.

"This may turn out to be the most important thing I do," he said, referring to the acquisition of the cabinet. "It doesn't take a lot of money to make a difference."

Appendix B

Summary of Mukti Fund Expenditures

1983 – 2004

NOTES TO THE EXPENDITURE RECORD ON PAGES 32 – 35:

1. Total expenditures for Administrative Costs include $176,084 expended for investment counsel fees and $87,658 for other administrative costs
2. 1991 Domestic Miscellaneous Grant of $20,000 to Williams College/Endowed Dively Lectureship
3. 1998 15th Anniversary Grants: $15,000 for St. Kitts Airport Mural; $15,000 for Nevis Leeward Island Drama Festival
4. The following grants are included as "St. Kitts/Nevis Miscellaneous":
   - 1988-1989 grants totaling $14,800 to the Government of St. Kitts and Nevis
   - 1991-1994 grants totaling $17,500 to Florida Association of Voluntary Agencies for Caribbean Action
   - 1991-1995 grants totaling $8,000 to the Caribbean Conservation Association
   - 1995, 1997, 1998, 1999 grants totaling $19,000 to the Atlantic Center for the Environment
   - 1996, 1998, 1999 grants totaling $10,013 to the Project for Public Spaces

Mukti Fund Expenditures, 1983 – 1988

	1983	1984	1985	1986	1987	1988
Foundation Expenses:						
Board Travel						
Administrative Costs	$1,100	$1,500	$400	$300	$300	$400
TOTAL FOUNDATION EXPENESES	**$1,100**	**$1,500**	**$400**	**$300**	**$300**	**$400**
St. Kitts and Nevis Grants:						
Small Grants Program				$5,000	$5,000	$5,000
IRF for NGO Development						
Nevis Historical & Conservation Soc.						
St. Christopher Heritage Society						
SCHS for the National Museum						
St. Kitts/Nevis Miscellaneous			$2,500		$2,800	$6,000
15th Anniversary Grants						
TOTAL ST. KITTS & NEVIS GRANTS	**$0**	**$0**	**$2,500**	**$5,000**	**$7,800**	**$11,000**
US Domestic Program Grants						
TOTAL DOMESTIC PROGRAM GRANTS	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Other Grants:						
Trustee Recognition Grants						
MSO and Trustee-Directed Grants						
International Grants Miscellaneous			$2,000	$1,000		
US Domestic Grants Miscellaneous	$1,200	$4,200		$2,500	$700	
TOTAL OTHER GRANTS	**$1,200**	**$4,200**	**$2,000**	**$3,500**	**$700**	**$0**
TOTAL EXPENDITURES	**$2,300**	**$5,700**	**$4,900**	**$8,800**	**$8,800**	**$11,400**

Mukti Fund Expenditures, 1989 – 1994

	1989	1990	1991	1992	1993	1994
Foundation Expenses:						
Board Travel				$3,400	$300	$4,700
Administrative Costs	$3,200	$9,700	$12,100	$8,500	$19,400	$13,300
TOTAL FOUNDATION EXPENESES	**$3,200**	**$9,700**	**$12,100**	**$11,900**	**$19,700**	**$18,000**
St. Kitts and Nevis Grants:						
Small Grants Program	$6,000	$7,500	$8,000	$8,000	$4,000	$6,100
IRF for NGO Development				$10,000	$13,000	$13,300
Nevis Historical & Conservation Soc.		$2,000	$1,700			
St. Christopher Heritage Society		$1,000	$3,600		$12,100	$6,000
SCHS for the National Museum						
St. Kitts/Nevis Miscellaneous	$15,300		$4,500	$10,600	$3,700	$5,000
15th Anniversary Grants						
TOTAL ST. KITTS & NEVIS GRANTS	**$21,300**	**$10,500**	**$17,800**	**$28,600**	**$32,800**	**$38,400**
US Domestic Program Grants						
TOTAL DOMESTIC PROGRAM GRANTS	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Other Grants:						
Trustee Recognition Grants						
MSO and Trustee-Directed Grants			$300	$800	$800	$800
International Grants Miscellaneous						
US Domestic Grants Miscellaneous			$20,000			
TOTAL OTHER GRANTS	**$0**	**$0**	**$20,300**	**$800**	**$800**	**$800**
TOTAL EXPENDITURES	**$24,500**	**$20,200**	**$50,200**	**$41,300**	**$53,300**	**$57,200**

Mukti Fund Expenditures, 1995 – 2000

	1995	1996	1997	1998	1999	2000
Foundation Expenses:						
Board Travel	$300	$3,800		$3,800	$3,300	$1,800
Administrative Costs	$17,000	$18,500	$19,800	$26,200	$22,200	$26,600
TOTAL FOUNDATION EXPENESES	**$17,300**	**$22,300**	**$19,800**	**$30,000**	**$25,500**	**$28,400**
St. Kitts and Nevis Grants:						
Small Grants Program	$3,000	$6,000	$7,000	$14,000	$16,000	$18,000
IRF for NGO Development	$12,500	$15,000	$18,000	$17,600	$17,000	$14,000
Nevis Historical & Conservation Soc.		$500	$7,600	$8,000	$1,700	$11,900
St. Christopher Heritage Society	$16,500	$7,400		$11,000		
SCHS for the National Museum					$20,000	$3,700
St. Kitts/Nevis Miscellaneous	$10,000	$16,800	$6,700	$11,600	$7,000	$500
15th Anniversary Grants				$30,000		
TOTAL ST. KITTS & NEVIS GRANTS	**$42,000**	**$45,700**	**$39,300**	**$92,200**	**$61,700**	**$48,100**
US Domestic Program Grants						$6,000
TOTAL DOMESTIC PROG. GRANTS	**$0**	**$0**	**$0**	**$0**	**$0**	**$6,000**
Other Grants:						
Trustee Recognition Grants						$50,000
MSO and Trustee-Directed Grants	$800	$800	$1,200	$1,200	$1,200	$1,200
International Grants Miscellaneous		$200				
US Domestic Grants Miscellaneous						
TOTAL OTHER GRANTS	**$800**	**$1,000**	**$1,200**	**$1,200**	**$1,200**	**$51,200**
TOTAL EXPENDITURES	**$60,100**	**$69,000**	**$60,300**	**$123,400**	**$88,400**	**$133,700**

Mukti Fund Expenditures, 2001-2004, and Total Expenditures since 1983

	2001	2002	2003	Subtotal	2004 *	TOTALS
Foundation Expenses:						
Board Travel	$4,912	$2,871		$29,183		**$29,183**
Administrative Costs	$24,938	$19,596	$18,708	$263,742		**$263,742**
TOTAL FOUNDATION EXPENESES	**$29,850**	**$22,467**	**$18,708**	**$292,925**	**$0**	**$292,925**
St. Kitts and Nevis Grants:						
Small Grants Program	$16,000	$6,000		$140,600		**$140,600**
IRF for NGO Development	$17,375	$6,975		$154,750		**$154,750**
Nevis Hist. & Conservation Soc.	$7,400	$5,000	$5,000	$58,800	$15,000	**$73,800**
St. Christopher Heritage Society		$7,400	$11,600	$76,600		**$76,600**
SCHS for the National Museum	$21,300	$15,000	$7,500	$67,500	$3,750	**$71,250**
St. Kitts/Nevis Miscellaneous				$103,000		**$103,000**
15th Anniversary Grants				$30,000		**$30,000**
TOTAL ST. KITTS & NEVIS GRANTS	**$62,075**	**$40,375**	**$24,100**	**$631,250**	**$18,750**	**$650,000**
US Domestic Program Grants						
TOTAL DOMESTIC PROG. GRANTS	**$0**	**$0**	**$0**	**$6,000**	**$0**	**$6,000**
Other Grants:						
Trustee Recognition Grants	$35,000	$35,000	$45,000	$165,000	$52,754	**$217,754**
MSO and Trustee-Directed Grants	$1,500	$1,500	$1,500	$13,600		**$13,600**
International Grants Miscellaneous				$3,200		**$3,200**
US Domestic Grants Miscellaneous			$1,500	$30,100		**$30,100**
TOTAL OTHER GRANTS	**$36,500**	**$36,500**	**$48,000**	**$211,900**	**$52,754**	**$264,654**
TOTAL EXPENDITURES	**$128,425**	**$99,342**	**$90,808**	**$1,142,075**	**$71,504**	**$1,213,579**

* 2004 figures are Year to Date expenditures

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