

Ford Foundation 70 years



2000



2004



2005



2006

Delivering
on a promise
to advance
human welfare

1936



FOUNDED

The Ford Foundation is chartered in Michigan by Edsel Ford, with an initial gift of \$25,000 to be used “all for the public welfare.”

1940

EDISON INSTITUTE

The foundation makes a \$1.1 million grant to the Edison Institute—one in a series—that helps build this national museum of American innovation and resourcefulness. Now known as the Henry Ford Museum, it provides unique educational experiences based on authentic objects, stories and lives from America’s traditions and contains an extensive collection of Americana.

1947

GROWTH AND OPPORTUNITY

Henry Ford II, Edsel’s eldest son, assumes leadership of the foundation after the deaths of his father and grandfather in the mid 1940’s. Virtually overnight, their bequests turn it into the largest foundation in the world. Henry II commissions a blue-ribbon panel led by H. Rowan Gaither to explore

how the foundation can best use its new resources to fulfill its charter.

1950

GAITHER REPORT

The panel’s recommendations for the foundation’s future are unanimously approved by the trustees, led by Henry II. The panel advises that the foundation become a national and international philanthropy dedicated to reducing poverty, promoting democratic values, striving for peace and building educational capacities and understanding of human conduct.

1951

PUBLIC BROADCASTING

The foundation begins its support of public broadcasting by funding the Radio-Television Workshop, which produces several program series between 1951 and 1956 such as “Omnibus.” In addition, Ford helps develop local public television stations and educational channels; funds innovative programming and experimentation in the field; sets forth a plan for a domestic communications satellite system; and supports the establishment of the Corporation for Public Broadcasting in 1967.

1952

A GLOBAL MISSION

In Delhi, India, the foundation opens its first office outside the United States.

1953



THE FIRST SCHOLARSHIPS

Ford helps establish the Center for Advanced Study in the Behavioral Sciences and later makes a series of grants to scholars in the behavioral



STUDYING POPULATION

The foundation helps develop the field of demography with grants to the Population Reference Bureau and later the Population Council.

peace and justice



1954 JUSTICE IN SOUTH AFRICA

In an effort to promote understanding between the United States and South Africa, grants support exchange programs in education, business and journalism. In the 1980’s, under the leadership of former President Franklin Thomas, foundation grants help create a network of international and South African legal experts who challenge the legal basis for apartheid and are central participants in helping shape the new constitution. Dedicated to supporting education, the arts and community development, the foundation opens an office in Johannesburg in 1993 to help the people of the country build a peaceful and prosperous nonracial democracy.

FORD FOUNDATION PRESIDENTS

Edsel Ford, February 1936–June 1943; Henry Ford II, July 1943–November 1950; Paul G. Hoffman, November 1950–March 1953

sciences. By 1956, 63 research grants are awarded, including grants to anthropologists Margaret Mead and Claude Lévi-Strauss.

RESEARCH IN ISRAEL

Ford's support enables the Israel Foundations Trustees to conduct research on how Israel's human and natural resources can best be used in the country's development. Grants to the institution continue over 30 years.

1958



LINCOLN CENTER

The foundation commits \$25 million to build and operate Lincoln Center. The landmark performing arts institution was one of the first in the United States to bring together venues for all of the major performing arts and is now home to 12 independent and autonomous resident companies.

1959 LEGAL AID

Funding to the National Legal Aid and Defender Association advocates for the legal profession's responsibility to serve the poor and gives law

students direct experience in poverty-related legal issues. Further grants support the National Defender Project, which establishes legal services programs across the United States and introduces the "public defender" concept. Ford goes on to provide support to a number of public interest law and legal services groups into the 1990's.



HUMAN IMAGINATION

A major program of fellowships in the creative arts includes painter Josef Albers and writers James Baldwin, Saul Bellow, E. E. Cummings and Flannery O'Connor.

1960



URBAN DEVELOPMENT

The foundation's commitment to urban areas begins with the Gray Areas program, emphasizing investment in people, not just property.

poverty reduction



1964 THE GREEN REVOLUTION

The foundation commits funds to agricultural development programs on three continents. Later, Ford forms a partnership with the Rockefeller Foundation to establish agricultural research centers in Mexico, Colombia, Nigeria and the Philippines, building the foundation for the Green Revolution—the introduction of high-yielding varieties of crops that dramatically improved food production in developing nations.



ARTS FELLOWSHIPS

Humanities and Arts Fellowships are awarded to, among many others, painter Jacob Lawrence, poet Robert Lowell and theater directors Alvin Epstein and Gene Frankel.

1965



OVERTURE TO ORCHESTRAS

In what was then the "largest single action in the history of organized philanthropic support of the arts," the foundation gives \$85 million for orchestras throughout the United States. This initiative leads to the National Arts

FORD FOUNDATION PRESIDENTS

H. Rowan Gaither Jr., March 1953–October 1956; **Henry T. Heald**, October 1956–December 1965

Stabilization program, which provides incentives for performing arts groups to build long-term economic stability. Some 30 years later, the foundation introduces the New Directions/New Donors program to further strengthen cultural organizations nationwide.

1966 WOMEN'S HEALTH

The foundation supports research in the reproductive sciences, contraceptive development and contraceptive safety, through its extensive funding of clinics and laboratories, as well as the Planned Parenthood Federation of America and the American Public Health Association.

1967



RENEWING COMMUNITIES

A grant to New York's Bedford-Stuyvesant Restoration Corporation to revitalize the disadvantaged Brooklyn neighborhood signals the beginning of the foundation's work in a new kind of community initiative: Community Development Corporations (CDCs). Formed by residents, small business owners, congregations and other local stakeholders, CDCs produce

affordable housing, job training and social services. As of 2006, an estimated 4,600 CDCs are operating in the United States.

1968



EQUAL UNDER THE LAW

Foundation President McGeorge Bundy increases grants to civil rights groups from 2.5 percent of annual giving in 1960 to 36.5 percent in 1968. A significant number of grants are directed to the NAACP Legal Defense and Educational Fund for civil rights litigation.

1969



DANCE THEATRE OF HARLEM

The Dance Theatre of Harlem is established with foundation support. Dedicated to the development of nonprofit professional theaters, Ford supports organizations such as the Brooklyn Academy of Music and the Theatre Communications Group.



SESAME STREET

The Children's Television Workshop receives grant support for its efforts to educate preschoolers, including a new 26-week series entitled "Sesame Street."

SOCIAL INVESTING

The foundation introduces "program-related investments," or PRIs, in which endowment funds are invested directly in income-generating projects with social purposes, to be paid back over time like loans. By 2007, the foundation has committed some \$400 million for social investments, and thousands of donors now use PRIs to advance philanthropic work.

civil rights



1968 FIGHTING DISCRIMINATION

To create a broad civil rights network, the foundation supports the founding of new civil rights groups over the next two years, including the Mexican American Legal Defense and Educational Fund, the National Council of La Raza, the Native American Rights Fund, the Puerto Rican Legal Defense and Education Fund, the National Committee Against Discrimination in Housing and the Legal Action Center. Ford also funds the Voter Education Project to support minority voters' rights and increase voter registration in the South. In 1992, Ford helps create the Asian American Justice Center.

SCHOLARSHIPS FOR MINORITIES

Ford establishes a program of doctoral fellowships for African-American students and faculty, the start of a long commitment to scholarships for minorities. In the early 1970's, the foundation initiates a six-year, \$100 million program to strengthen private, historically black colleges and universities and to provide graduate fellowships for minorities. Today, this work continues as the Ford Foundation Diversity Fellowships.

1970



NEIGHBORHOOD SAFETY

Support goes to organizations that research, monitor and improve law enforcement and the administration of justice. Recipients include the Police Foundation, created in 1970 with a five-year, \$30 million commitment, which funds efforts to improve police patrol, investigation and crime prevention, as well as the Vera Institute of Justice, independently established in 1961, which supports court reform and the prevention of juvenile crime.

women's rights

1971



MAKING THE CASE

The Women's Law Fund of Cleveland is founded to help litigate gender discrimination cases and paves the way for foundation support to organizations such as the National Women's Law Center, the Center for Reproductive Law & Policy and the ACLU's Women's Rights Project.

1972 ENERGY POLICY

The foundation establishes the Energy Policy Project to broaden understanding of the factors contributing to energy problems in the United States. With a staff of scholars, lawyers, economists, engineers and scientists, the project releases a series of reports that illuminate a range of energy issues, encourage public discussion and help set the stage for the formation of new national energy policies.

1973 A NEW KIND OF BANK

The foundation finances the creation of what is now ShoreBank Corporation, one of the first community development banks in the United States. Serving businesses, individuals, nonprofits and faith-based organizations located in low-income communities, it has become a model for community development finance institutions

worldwide. ShoreBank has grown to \$1.5 billion in assets with affiliates throughout the United States and projects around the world.

1976 A MOVEMENT FOR WOMEN

Reflecting some 20 years of foundation support for global women's empowerment and health, Ford provides assistance to the National Organization for Women's Legal

innovation



1976 EARLY MICROFINANCE

The foundation's Bangladesh office makes a grant to the University of Chittagong's Economics Department and Muhammad Yunus to help launch a project to show that landless people, primarily women, can use credit and repay loans. This microfinance demonstration evolves into the Grameen Bank, which by 2005 has outstanding loans of more than \$300 million and cumulative disbursements of more than \$4 billion. Yunus and the Grameen Bank are awarded the 2006 Nobel Peace Prize. Support is also given to the Bangladesh Rural Advancement Committee, which organizes village cooperatives and trains health, nutrition and family-planning workers.

Defense and Education Fund to promote gender equality and prohibit gender-based discrimination. In addition, Ford supports the International Women's Health Coalition's efforts to ensure that women gain access to reproductive health care services worldwide.

1979



COMMUNITY REVITALIZATION

Ford helps establish the Local Initiatives Support Corporation, a national organization dedicated to revitalizing low-income, distressed communities. Other urban and rural revitalization work involves the Enterprise Foundation and local development funds and banks that help develop leadership, business and housing in low-income areas.



EDUCATION IN CHINA

Ford launches grant making in China. Support helps build a community of legal educators and scholars who train

future generations of lawyers, participate in academic exchanges and promote long-term legal change. Subsequent support addresses reforms in criminal justice and administrative law. With the opening of an office in Beijing in 1988, grants support economic policy research, environment and development, education reform, international relations and reproductive health.



STRIDES IN DANCE

The foundation has seen some 60 dance companies attain greater financial security. New grants are made to, among others, the Twyla Tharp Dance Foundation, the North Carolina Dance Theatre and cooperative marketing efforts by five major modern dance groups: Alvin Ailey, Merce Cunningham, José Limón, Murray Louis and Alwin Nikolais.

1982 COMMUNITY COLLEGES

The foundation launches the Urban Community College Transfer Opportunities Program, helping 71 community colleges prepare their students for higher education.

human rights



1979 ENSURING PROMISES ARE KEPT

The foundation initiates support for an infrastructure of international human rights groups such as the Lawyers Committee for Human Rights (now known as Human Rights First), the International Human Rights Law Group (now known as Global Rights) and Physicians for Human Rights. During this time, Ford also helps establish Helsinki Watch to monitor international compliance with the human rights provisions of the 1975 Helsinki Agreement, which linked economic and scientific cooperation with demonstrated progress on human rights. By 1988, Helsinki Watch expands its work to cover other regions of the world and soon evolves into Human Rights Watch, which continues to receive foundation support.



WELFARE AND WORK

The Manpower Demonstration Research Corporation, created by the Ford Foundation, and Public/Private Ventures, another Ford-

funded organization, address the connections between welfare and work and the link between employment and youth development.

GENDER EQUITY

Ford funds the National Council for Research on Women, which brings together 28 academic centers to evaluate the roles and contributions of women and to offer policy recommendations for gender equity in the United States.

1983 PUBLIC RADIO

Following decades of support for public television, Ford funds the strengthening of National Public Radio to distribute music, drama and public affairs programming to 283 public radio stations across the country.



INTEGRATING NEWCOMERS

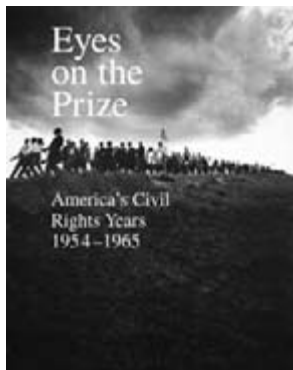
The foundation launches a program to strengthen the

capacity of communities and key institutions to address refugee and migration issues globally, which continues today. Ford provides support to many national and state organizations and coalitions that help integrate newcomers into American society.

1987 WORKPLACE EQUALITY

In its continued effort to advance the economic status of women and equality in the workplace, the foundation supports the Working Women Education Fund, the Coal Employment Project, the Women's Equity Action League and the Center for Women Policy Studies.

social justice



the Racial Crossroads (1965–1985),” which portrays the largely unrecorded years of the civil rights movement. This sequel is broadcast in 1990.

**1987 EYES
ON THE PRIZE**
The landmark civil rights documentary series, “Eyes on the Prize: America’s Civil Rights Years (1954–1965),” funded in part by the foundation, airs on public television. The foundation supports the production of an eight-part sequel, entitled “Eyes on the Prize II: America at

hiv/aids

1988



A PANDEMIC GROWS

Ford establishes a multimillion-dollar program to improve AIDS education and treatment, including the creation of the National-Community AIDS Partnership, which develops community-based education and care strategies.

A FUND FOR PEACE

Ford begins its support of the New Israel Fund, a philanthropic partnership of Israelis, North Americans and Europeans. By 2003, Ford forms a partnership with the New Israel Fund and provides \$20 million to create a new peace and social justice fund that will support organizations in Israel working to strengthen the country’s democracy, as well as advance human rights, equality and peace for its citizens.

GOVERNMENT INNOVATION

The foundation’s Innovations in State and Local Government Awards Program, administered by the Kennedy School

of Government at Harvard, gives its first round of awards for creative approaches to important social and economic problems at the state and local levels. Similar programs are established around the world through Ford’s global offices. In 2001, Ford makes a \$50 million endowment grant to establish the Ash Institute for Democratic Governance and Innovation at the Kennedy School.

1989 GLOBAL REACH

The foundation opens offices in Beijing, and later in Vietnam and Russia, to help those countries in transition address emerging needs and opportunities.



RURAL DEVELOPMENT

With more than 30 years of support in rural development, the foundation expands its reach beyond India, Asia, Africa, Latin America and rural areas of the United States to include projects in the Soviet Union and Eastern Europe that address environmental protection and natural resource management.

economic opportunity



1992 COMMUNITY FORESTRY

The foundation supports innovative forestry initiatives that enlist rural communities and forestry agencies in projects to improve management of forest lands while creating economic opportunities for poor rural households. Over the years, this includes grants in India for joint forest management; China for efforts to protect biodiversity while improving livelihoods; and Indonesia, Mexico and Brazil to assist indigenous communities in obtaining land and forest rights.

1990 NATIVE AMERICAN ARTS AND CULTURES

Building on its history of commitment to Native American arts and cultures, Ford begins its support of the newly established National Museum of the American

Indian at the Smithsonian Institution and later funds the development of the Museum's Cultural Resource Center in Maryland and elsewhere. This is part of a larger effort to help cultural institutions serve their communities and uphold a vibrant cultural heritage.

1991 THE MIDDLE EAST

Grants are made to conduct research on war, peacekeeping operations and Arab-Israeli relations in hopes of furthering Middle East peace. Ford also provides support for community development efforts in the region; higher education institutions, such as Birzeit University; and organizations conducting research on key human rights and public policy issues.

1993 SOCIAL SCIENCE RESEARCH

Building on the foundation's Foreign-Area Fellowships program from 1952 to 1974, funding goes to 20 colleges and universities around the world for interdisciplinary seminars for faculty and students from the social sciences and foreign area studies. The effort focuses on emerging talent in Asia, the Middle East, Africa, Russia and Eastern Europe and seeks to promote global exchange and cooperation by encouraging doctoral students in the social sciences to develop competence in international studies.

1994 MORE EFFECTIVE PHILANTHROPY

The foundation explores the role and effectiveness of philanthropy and nonprofits by sponsoring new research

in the field, strengthening community foundations and regional organizations of grant makers, encouraging the development of strong nonprofit sectors in poor countries and providing support for groups including the National Network of Women's Funds; the Twenty-First Century Foundation, which primarily serves African-Americans; the National Foundation for India; the Aspen Institute's Nonprofit Sector Research Fund; the Foundation Center; and the Council on Foundations.



VIOLENCE AGAINST WOMEN

Research on violence against women and advocacy for victims of domestic abuse are supported with grants in Brazil and the Philippines. In South Africa, the Women's Development Foundation receives funds to support establishing a legal aid and advocacy clinic for battered and abused women.

1996



TOWARD ECONOMIC SECURITY

The foundation initiates the American Dream Demonstra-

tion to determine whether Individual Development Accounts—matched savings accounts—can help low-income people save and achieve economic stability. Six years later, Ford initiates the Savings for Education, Entrepreneurship and Down Payment project in sites across the nation to assess whether children's savings accounts can help young people save for college, buy a first home, even build up a nest egg for retirement.

homeownership



1998 AFFORDABLE MORTGAGES

The foundation collaborates with the Center for Community Self-Help and Fannie Mae to develop the Self-Help Initiative, which makes available \$2 billion in affordable mortgages for 35,000 minority and low-income home buyers nationwide. The \$50 million grant marks one of the largest commitments to homeownership by a philanthropic institution.

1997



MORE EQUITABLE BUDGETS

Ford supports the establishment of the International Budget Project, based at the Center on Budget and Policy Priorities, in Washington, D.C., to make government budgets in 40 countries more responsive to the needs of the most vulnerable, as well as more transparent and accountable to the public.

1999

EXPANDING MICROFINANCE

Ford funds a five-year project by the Institute for Development Studies, at the University of Sussex, to assess the impact of microfinance work in such areas as Africa, Asia, Latin America and Central and Eastern Europe. In 2006, Ford helps the Central American Microfinance Network expand the financial services available to the region's poor, a key step in the foundation's efforts to develop and expand local microfinance institutions and networks.

2000



PUBLIC SCHOOL REFORM

The foundation provides \$1.35 million to support Houston's Project GRAD, a public school reform project that is achieving successful results in improving test scores and graduation rates, reducing teen pregnancy and raising college enrollment. In the next few years, new funds allow the project to expand to 100,000 students in six cities.



THE DREAM FUND

Building on decades of support under former presidents McGeorge Bundy and Franklin Thomas, Ford awards a series of grants for research and dialogue about affirmative action, which is followed a few years later with support for the design and management of the Fulfilling the Dream Fund, a donors' collaborative to fund affirmative action-related activities.

higher education



2000 HIGHER EDUCATION IN AFRICA

The Partnership for Higher Education in Africa launches with a commitment of \$150 million by Ford and three other foundations. It aims to strengthen African universities by providing them with high-speed Internet connections, improving programs in economics and the sciences and broadening opportunities for women. In 2005, the Partnership is renewed by Ford and five other foundations with an additional commitment of \$200 million.



INTERNATIONAL FELLOWSHIPS

Ford creates the International Fellowships Program (IFP), a 10-year program funded with the largest grant in foundation

history, \$280 million. Over 2,500 students from marginalized communities will receive graduate and post-graduate degrees. An additional \$75 million commitment in 2006 will enable IFP to reach some 4,300 students by 2014. Complementing IFP, Ford launches Pathways to Higher Education, a 10-year, \$50 million initiative to help colleges and universities better serve students from marginalized communities in countries around the world.

2001 SHARING KNOWLEDGE

grantcraft
philanthropy

The foundation formally launches GrantCraft to strengthen the philanthropic sector and develop tools and best practices for grant makers worldwide. By early 2007, GrantCraft has 15,000 subscribers and over 165,000 documents downloaded from its Web site.



HEALING THE WOUNDS OF WAR

With major foundation support, the International Center for Transitional Justice is created to secure sustainable peace and justice in countries emerging from years of conflict.

2005



INTERNATIONAL PHILANTHROPY

Dedicated to building philanthropy worldwide, Ford launches a \$100 million initiative to support 18 emerging

and established foundations in Africa, Asia, the Middle East, the Americas, Eastern Europe and Russia. In 2006, the foundation helps establish TrustAfrica, an independent African philanthropic foundation that addresses the most difficult challenges confronting the continent.

2005 A REGION IN NEED

In partnership with the W.K. Kellogg Foundation, Ford commits \$7 million to support a public/private initiative to spur economic development in formerly industrial stretches of Detroit's waterfront. Support for cultural institutions and community development in struggling neighborhoods is designed to help Detroit revitalize its economy.



ADVANCING PUBLIC MEDIA

Building upon the foundation's long history of work in public media, \$50 million is given to support innovative public-service media organizations to improve programming and make use of emerging technologies to serve new audiences in a variety of formats.



ARTS IN INDONESIA

The foundation supports Indonesia's efforts to transform the place of arts in education and public dialogue. New arts curricula are introduced in secondary schools in three cities; programs are launched to build appreciation for the country's traditional and non-traditional art forms, including indigenous art; and after-school programs give young people the opportunity to engage in the performing arts.



HURRICANE KATRINA

The foundation supports approximately 30 organizations that will provide relief to people in the Gulf Coast region. Through 2006, nearly 64 organizations receive support to rebuild their communities, and the work continues. Also in 2005, funds are designated for emergency relief, rehabilitation and reconstruction in the aftermath of the tsunami in Asia.

2006 HELP FOR VIETNAM

The foundation supports research and education on environmental hazards in Vietnam, particularly dioxin. Grants will help build understanding of these issues, inform solutions that address the impact on people and the environment and bring critical health services to people living with long-term disabilities.

A GLOBAL VOICE ON AIDS

Building on 20 years of local partnerships to fight the spread of HIV/AIDS on five continents, the foundation launches the \$50 million Global Initiative on HIV/AIDS to help ensure that massive new global investments in medical and technological breakthroughs are matched by an equally significant focus on the social, political and cultural factors of the disease.



LINCOLN CENTER RENEWAL

The foundation commits \$15 million to Lincoln Center to help kick off the first major renovation of the landmark performing arts institution to make it more inviting and accessible to visitors, artists and students.

artists and culture



2006 ARTISTIC PROMISE

In partnership with three major foundations, Ford helps launch a groundbreaking initiative, United States Artists, to significantly increase support for individual working artists in the United States. \$20 million in seed funding from the Ford, Rockefeller, Prudential and Rasmuson foundations represents an ambitious private investment in individual artists and the creative vibrancy of America.

OFFICES

UNITED STATES

HEADQUARTERS
320 East 43rd Street
New York, N.Y. 10017

AFRICA AND MIDDLE EAST

EASTERN AFRICA
P.O. Box 41081
Nairobi, Republic of Kenya

**MIDDLE EAST AND
NORTH AFRICA**
P.O. Box 2344
Cairo, Arab Republic of Egypt

SOUTHERN AFRICA
P.O. Box 30953
Braamfontein 2017
Johannesburg, South Africa

WEST AFRICA
P.O. Box 2368
Lagos, Nigeria

ASIA

CHINA
International Club
Office Building
Suite 501
Jianguomenwai Dajie No. 21
Beijing 100020, China

**INDIA, NEPAL AND
SRI LANKA**
55 Lodi Estate
New Delhi 110 003, India

INDONESIA
P.O. Box 2030
Jakarta 10020, Indonesia

VIETNAM AND THAILAND
Suites 1502-1504
15th Floor
Vietcombank Tower
198 Tran Quang Khai Street
Hoan Kiem District
Hanoi, Vietnam

LATIN AMERICA AND CARIBBEAN

**ANDEAN REGION AND
SOUTHERN CONE**
Mariano Sánchez
Fontecilla 310
Piso 14
Las Condes
Santiago, Chile

BRAZIL
Praia do Flamengo 154
8th Floor
22210-030
Rio de Janeiro, R.J.
Brazil

**MEXICO AND
CENTRAL AMERICA**
Apartado 105-71
11560 Mexico, D.F. Mexico

RUSSIA

Pushkin Plaza
Tverskaya Ulitsa 16/2
5th floor
125009 Moscow, Russia

PARTNERSHIPS

EASTERN EUROPE

Trust for Civil Society in
Central & Eastern Europe
22A San Stefano Str.
1000 Sofia, Bulgaria

ISRAEL

New Israel Fund
1101 14th Street, N.W.
6th floor
Washington, D.C. 20005
P.O. Box 53410
Jerusalem, Israel 91534

PHOTO CREDITS

1953 Sophie Bassouls/Corbis Sygma
1954 Roger-Viollet/The Image Works
1958 Susan Siegrist/Lincoln Center
1959 (in order) Reuters/Corbis; AP Images
1960 Walter Bibikow/Danita Delimont
1964 (bottom) Burstein Collection/Corbis
1969 CTW-Sesame Street
1979 (top right) Peter Turnley/Corbis
1988 Joel Stettenheim/Corbis
1989 David Turnley/Corbis
1997 (top) Reuters/Jonathan Ernst/Newscom
2000 (far left) Doug McFadd/Getty Images
2001 AFP/Getty Images
2005 (bottom left) Lee Celano
2006 (in order) Diller Scofidio + Renfro;
Amy Stein



Recycled

Supporting responsible use
of forest resources

www.fsc.org Cert no. SW-COC-000668
© 1996 Forest Stewardship Council

