This sheet of paper describes your role and gives you instructions. In order to achieve the intention of the exercise, please do not share this paper or discuss the contents with anyone else unless directed to do so by an instructor or these instructions.

After reading these instructions, you will get together with the other people who have been assigned your role to discuss it and make sure everything is clear to you. After this, you will join a group of the other players in this exercise. Your role is listed below:

**Foundation Grant Officer:**
Martina (or Martin) Moneybags

You are a grant officer for a large funding foundation. You work in the area of international disability assistance in Central America. Your organization has set aside $100,000 for this program, and it is your responsibility to see that the money is spent wisely. Your organization expects concrete results and puts a priority on effective ways of documenting and demonstrating impact. There is pressure from above to maximize the number of wheelchairs you can report delivering to Central America during the year.

In order to make your decision, you have organized a meeting of the main stakeholders in this arena: a representative of a US-based NGO that delivers chairs to people in developing countries, a local Central American wheelchair fabricator, a young adult from Central America who needs a wheelchair but cannot afford one independently, and the parent of this young adult. The young adult is a paraplegic accident victim and lives at home with his/her parents. S/he has no income and no way of earning any, especially without a chair. His/her parent is also very poor and it would be difficult for him/her to purchase a chair for his/her child.

You have organized the meeting, so it will be your job to lead the discussion. By the end of the discussion, you must have a decision about how you will use the $100,000 and why.

**Special Instructions:**
Begin the exercise by introducing yourself to the other participants: “Hello, my name is Martin(a) Moneybags and I represent the Helping Hand Foundation.” It is your job to run the meeting in order to get the information you need to make your decision.