



Inter-American Foundation

Results Report 2012



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Executive Summary

This report summarizes the results reported by 208 grantees of the Inter-American Foundation (IAF) that were active in fiscal 2012. The results of their work have benefited more than 342,000 men and women, including African descendants, indigenous peoples, persons with disabilities and disadvantaged women and youths, providing opportunities for these historically-excluded groups to participate more fully in economic and civic life.

Results were gathered using the Grassroots Development Framework (GDF), a practical tool developed by the IAF to assess the progress made by a diverse portfolio of grantees toward a broad array of goals. Balancing a focus on results with the level of effort and cost involved in gathering comprehensive data, the IAF requires each grantee to choose several indicators from a menu of 41 to track, analyze, and document their results and report to the IAF every six months. Reports are verified independently by individuals contracted locally who also help develop the ability of grantee organizations to track results. The GDF measures the tangible results of their projects, as well as the subtler, no less vital, intangible effects, such as the development of leadership or self-confidence, that might affect current and future initiatives.

Results are collected on three levels: the individual and family, through better quality of life; the organization, through greater access to resources, better management and the development of skills; and the community and society, through changing policies, practices and attitudes. (For an illustration of the GDF, see Appendix A).

Because each grantee reports on only selected indicators, the numbers presented in this report, in fact, understate the results of the IAF's investments.

Individuals and Families

Indicators such as knowledge and skills acquired and applied, satisfaction of basic needs (shelter, food, health) and job-creation measure the effectiveness of grant-funded activities. Taken together, these indicators document better conditions for beneficiaries and participation in the development process. Highlights of results reported in fiscal 2012 include the following:

- ◆ More than 74,850 new beneficiaries acquired knowledge and skills through IAF-funded training. Many participants enrolled in multiple training sessions covering various topics. Grantees also tracked the application of the knowledge and skills acquired.
- ◆ Approximately 3,437 new jobs were created as a result of training, technical assistance and credit programs; 1,892 positions were saved; and working conditions improved relevant to 1,846 jobs.
- ◆ More than 33,700 individuals enjoy improved health.

Organizations

An organizational culture that results in greater engagement in democratic practices is measured by such indicators as access to information and participation in decisions. An organization's effectiveness is measured using indicators that include resources mobilized and the dissemination of experiences and practices. As with individuals, the development of skills within an organization contributes to the sustainability of its initiatives.

- ◆ Grantees collaborated with 727 new partners and otherwise maintained relations with more than 1,998 organizations, which enabled them to mobilize resources and exchange experiences.
- ◆ The IAF's responsive, results-oriented approach continues to attract new sources of support for grass-

roots development. In 2012, in addition to their required commitment of counterpart valued at more than \$8.97 million, IAF grantees mobilized and brokered more than \$3.76 million.

- ◆ More than 47 percent of all grantees formally shared their knowledge with beneficiaries, community partners and/or other grantees through pamphlets, brochures, videos, books and personal interaction.

Communities and Societies

The impact on the community and the society is measured by the application of methods or practices to different contexts; by broader participation in the development process; and by better treatment of marginalized groups and policies that benefit them. Reports of such results submitted in fiscal 2012 confirm the IAF's success in promoting economic opportunity, reducing poverty and fostering civic engagement at the community level.



Sociedad Cooperativa Marías 93 de R.L. (MARÍAS 93), a farmers' cooperative in the department of San Miguel that produces and markets coffee certified as organic, will offer its members training and technical assistance to improve the quality of their coffee, strengthen their organization and ensure that their agricultural methods are environmentally responsible.

The IAF and Grassroots Development

The Inter-American Foundation, an independent foreign assistance agency of the United States government, was created by Congress in 1969 to respond directly to grassroots groups in Latin America and the Caribbean and to the organizations that support them, by funding their proposals to improve conditions through self-help. The IAF is distinguished from other official aid agencies in that it (1) does not design projects or programs and (2) does not channel resources through governments. Its bottom-up approach to development has helped hundreds of thousands of poor families in communities throughout the hemisphere.



IAF funding allowed Associação dos Pequenos Agricultores do Município de Valente (APAEB), an association of farmers in Brazil's arid northwest region, to shift from manual to industrialized harvesting of the sisal plant. (photo by Sean Sprague)

The IAF receives funding from the United States Congress and from the Social Progress Trust Fund administered by the Inter-American Development Bank and consisting of payments on U.S. government loans extended under the Alliance for Progress to various Latin American and Caribbean governments. Since 1972, the IAF has awarded 5,039 grants totaling more than \$697 million.

The IAF is governed by a board of directors appointed by the president of the United States and confirmed by the U.S. Senate. Six members are drawn from the private sector and three from the federal government. The board is assisted by an advisory council. A president, appointed by the board, serves as the IAF's chief executive officer, managing a staff of 47 employees based in Washington, D.C.

The IAF uses the term "grassroots development" to describe the process by which disadvantaged people organize to improve their conditions. The concept assumes that the key to sustainable democracies, equitable societies and prosperous economies is a people-oriented strategy stressing participation, organizational development and networking to build the social capital needed to take advantage of human resources and tangible assets and realize the community's potential.

This Report and the Grassroots Development Framework

This is the IAF's 13th report in response to the Government Performance and Results Act of 1993, which requires all federal agencies to document and report results of strategic plans and performance goals for the fiscal years. The information presented here corresponds to fiscal 2012. Of the 316 IAF grantees active during the fiscal year, 247 were required to gather and submit results reports. The re-

maintaining 69 organizations either received their awards too late in the fiscal year for reporting to be feasible or, as recipients of small planning grants or “regional” awards, were not required to report.

This document summarizes the results reported for 2012 by 208 grantees in 21 countries in Latin America and the Caribbean (see Appendix B). Results for Mexico are incomplete because the position of data verifier was vacant for several months. A new data verifier was contracted and is expected to confirm the results submitted by 22 Mexican grantees. A small group of grantees, because of circumstances beyond their control, submitted their reports too late to be included in this report.

This report is based on data collected at six-month or 12-month intervals, which has been verified by a contracted professional before forwarding to the IAF in compliance with the respective grant agreement. It reflects results reported for a 12-month period at the levels of the individual and family, the organization and the society at large, as measured by applying the Grassroots Development Framework.



IAF contractor Teresa Gutiérrez visits a farm in Alta Verapaz, Guatemala with grantee partner SANK

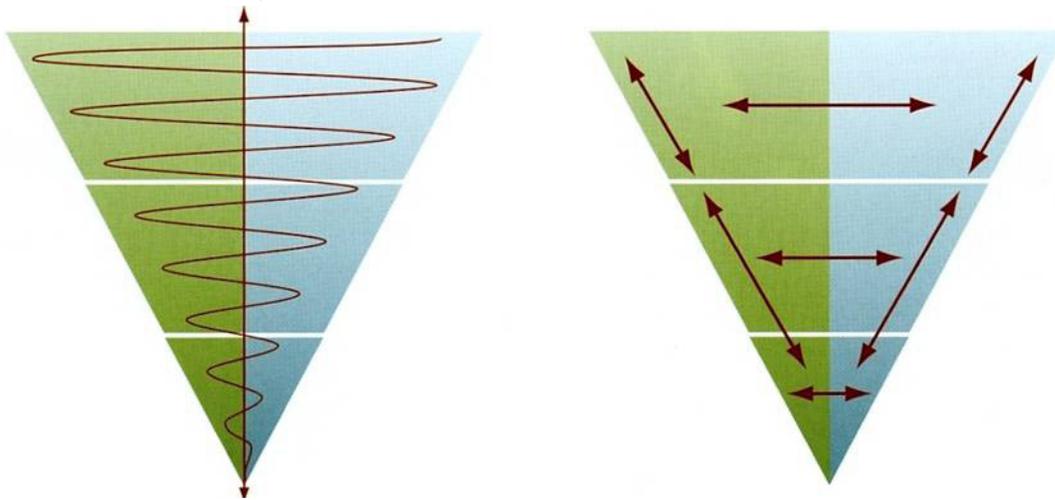
Methodology

How Does the GDF Work?

“At the narrow end of the cone are the results most directly evident in situ, at the core of the project. The cone widens upward to take in what occurs at the organizational level and tops out in the realm of policies and practices that have, or have not, changed as a result. It gives equal weight to tangible products and intangible aspects. The six ‘windows’ arose not from theory, but from the stories of hundreds of organizations.”

“The two figures that follow take the visual image a step further, representing schematically the dynamics at play in the grassroots development process. These complex interactions between social gains and material progress, and among different levels, are well understood by seasoned field workers but difficult to verbalize¹.”

Figures 1a and b: GDF Dynamics



Grassroots development is not linear. Interaction among elements depicted by the cone drives the process. To illustrate how the interaction works, let's consider an agricultural example. Training farmers in pruning techniques and the application of compost results in higher yields, which creates jobs during harvest and at other points. An increase in production results in higher volume for sale (income) and/or home consumption (nutrition). Better income and conditions for the family raises farmers' self-esteem. These results interconnect in the lower part of the cone.

The grantee organization is represented in the mid-section of the cone. It might, for example, provide farmers IAF-funded training. Continuing with the example, the grantee could be extending farmers loans (microcredit) for inputs and mobilizing resources to continue its assistance. The benefits of these activities are represented in the mid-section of the cone and are linked to other activities taking place in the lower and upper sections of the cone.

The upper part of the cone represents the impact of the grantee's initiative on the community and society at large if the grantee, for example, succeeds in influencing laws, policies or practices relevant to its work. In sum, there is a constant flow of benefits through the framework. Actual examples are discussed in Grantee Initiatives and Community Development on page 23.

1. *Grassroots Development*, 2009

Measuring Results

As the only U.S. government agency dedicated to supporting grassroots development in Latin America and the Caribbean, the IAF is deeply committed to learning from the projects it funds. To corroborate the information reported by grantees, beginning with the first disbursement, a cadre of professionals is contracted in-country to visit project sites once or twice a year. They verify and revise, as needed with grantees, data based on grant objectives; conduct interviews with beneficiaries, partners, grant managers and technical staff; and may suggest ways to improve data collection and reporting. The verified data are entered into a database for aggregation, analysis and presentation to the IAF's staff and board of directors, the Office of Management and Budget, and Congressional oversight committees.

Grant Program Profile

In fiscal 2012, the IAF awarded 58 new grants valued at \$12.29 million and amended 68 active grants with additional funds totaling \$4.15 million. The average value of a new grant was \$211,947. During this year, the active portfolio consisted of 267 grantees, representing a total investment of \$69.7 million.* The average value of these grants was \$261,128. Table 1 reflects the investment by programmatic area.

Total Active Portfolio			New Grants	
Program Area	Investment	No. of Grants	Investment	No. of Grants
Agriculture and Food Production	\$ 23,651,400	86	\$3,217,430	13
Enterprise Development	13,401,983	57	2,202,910	11
Education and Training	14,794,441	60	2,994,915	16
Corporate Social Investment	7,098,348	21	596,797	3
Environment	5,544,716	22	1,696,632	7
Cultural Expression	1,885,866	9	751,524	4
Health	1,191,004	4	395,789	1
Legal Assistance	1,771,764	6	351,550	2
Housing	296,000	1	-	-
Research and Dissemination	85,675	1	85,675	1
TOTAL	\$69,721,197	267	\$12,292,952	58

*These figures include only grants active on September 30, 2012, as reported in the IAF's annual report for 2012

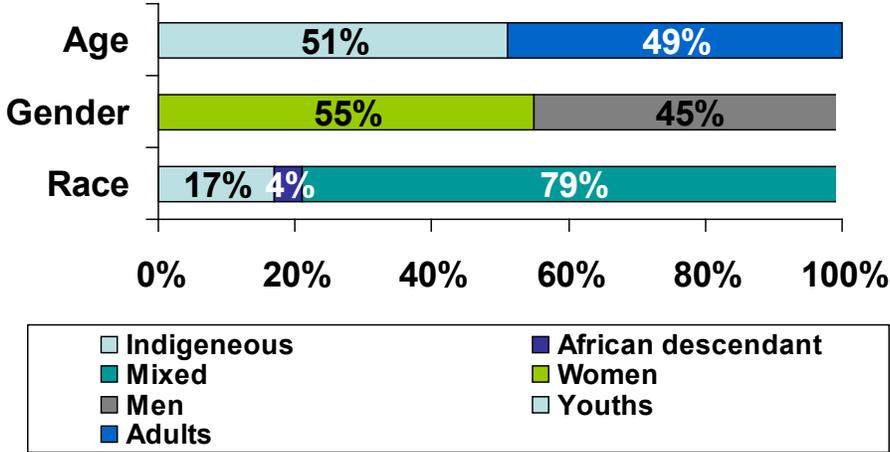
Results

Measurable outcomes of grassroots projects occur over time and often become evident well after the grant period has expired. Additional challenges stem from the diversity of grantees, grant amount and duration, type of beneficiaries, and the broad array of goals, activities and locations. Cultural, linguistic and political heterogeneity adds complexity to any attempt to standardize findings across Latin America and the Caribbean, and generalize from them. That said, results here are organized according to the three levels of the GDF. Results from the IAF-initiated corporate network, RedEAmérica, are presented in a separate section.

The IAF also collects information on each grantee’s programmatic area and zone (rural/urban) and on the demographic characteristics of the population benefiting from project activities.

Figure 2 shows the age, race, and gender of beneficiaries. Nearly 44 percent of the 316 active projects benefitted indigenous individuals; more than 17 percent benefitted African descendants. The IAF has sponsored workshops for African descendants, indigenous peoples, youths and other disadvantaged groups and has financed participation in conferences and other events with the goal of raising visibility and promoting active engagement.

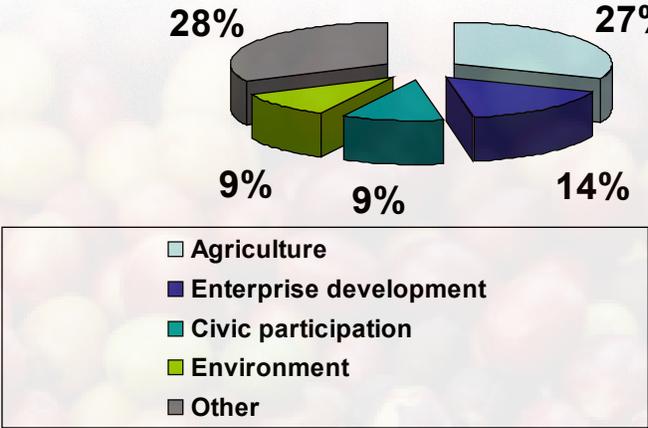
Figure 2: Beneficiaries by Age, Gender, and Race

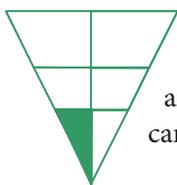


The majority of the grantees reporting (63 percent) undertake projects reaching poor rural communities. Urban projects account for 18 percent of grantees reporting. A new category was created for grantees working in urban and rural zones, including poor outlying suburbs, which comprise 19 percent of those reporting. The new category also includes grantees whose activities cover a wide area.

Figure 3 shows the range of projects the IAF supports. Specific examples of the diverse projects funded and their multi-pronged goals are included in the following pages. The IAF has grant agreements with non-governmental organizations, community groups, cooperatives, federations and foundations.

Figure 3: Projects by Programatic Area





Individuals and Families: Tangible Indicators

Training results in tangible and intangible benefits that improve the quality of life for individuals and families. These benefits include jobs, better housing and nutrition, access to water and health care, and the skills to develop micro- and small enterprises and make agriculture more productive.

Training

Eighty-five percent of all IAF grantees reported offering on-the-job training or courses or workshops lasting from one to several days, complemented by technical assistance to reinforce material learned. The most common topics were agriculture, business administration, civic engagement, and the environment. Men more commonly participate in training in agriculture and women in health-related training. The enrollment of women in training that develops the skills required to work in construction, manufacturing and marketing, among other areas of employment, indicates that grantees recognize the ability of women to enter nontraditional fields. Examples of training offered by grantees follow:

- ◆ Organismo Cristiano de Desarrollo Integral de Honduras (OCDIH) works to further sustainable farming and promotes agribusinesses. It also focuses on the civic participation of youths and women in communities in the department of Lempira. This year OCDIH trained almost 700 men and women in agricultural techniques, conservation and civic participation. They have learned to garden more productively, draft proposals to improve the community, for example, with clean-up campaigns, and take part in decision-making that ensures transparency in local budgets. Training is hands-on; once trained, participants then train others in their community.
- ◆ Estación A-Núcleo Cultural (Estación A) trained 73 individuals in marketing, 34 in tourism, 73 in project development and 22 in design. Estación A is working with artisan groups in five Paraguayan communities on the formation a cultural-economic “nucleus” (working groups). Estación A also helps the groups access venues such as traditional fairs and identify buyers.

Knowledge/Skills	Percentage Men	Percentage Women	Total
Agriculture	61	39	21,064
Civic Participation	41	59	31,342
Construction	47	53	1,124
Domestic Relations	17	83	2,419
Environment	49	51	11,836
Finance	39	61	13,376
Health	28	72	4,171
Human Rights	42	58	2,590
Leadership	30	70	7,736
Legal System	56	44	7,759
Manufacturing	16	84	9,627
Marketing	37	63	8,087
Planning and Administration	42	58	18,302
Decentralization and Participatory Budget	44	56	1,808
Tourism	40	60	920
Other	45	55	48,156

In addition to reporting on individuals trained, grantees report the extent to which they apply skills and knowledge acquired.

- ◆ Asociación BriBri Kamblo (ABK) promotes cultural identity and tourism, undertakes sustainable production and protects a 450-acre Costa Rican forest by practicing conservation and regenerating plant life. Sixty indigenous Bri Bri are applying their training to organic composting, managing nurseries and pathways for tourists, recording stories and writing in Bri Bri. A committee on natural resources manages forested areas.
- ◆ After six follow-up visits to groups it had trained, Delicias Criollas reported the women constitute 82 percent of the 150 individuals applying the knowledge and skills acquired in their IAF-funded training. The grantee is helping the 150 Uruguayans earn income by diversifying their homemade foods and improving quality and marketing.



Estación A

Profile: Rede de Defesa Ambiental do Cabo de Santo Agostinho (REDE)

Project: Nuclear Communities for Environmental Protection Program (NUCODEMA)

Grant Amount: \$142,200

Background

Agenda 21, a product of the U.N. Conference on Environment and Development held in Rio de Janeiro in 1992, is a non-binding, voluntary plan for sustainable development that can be used by multilateral organizations or member governments. The “21” in Agenda 21 refers to the 21st century.

In 2003 organizations in Cabo de Santo Agostinho, Brazil, with the support of the municipality, mobilized to implement Agenda 21, partly to address problems associated with the Polo Petroquimico industrial complex. They formed the network REDE to work on environmental problems with social organizations, government and businesses. REDE then campaigned to mobilize local businesses and undertook several smaller projects to prepare for its project with the IAF.

Objectives and Results

REDE wanted to increase the participation of community organizations in its environmental programs. It planned to use its IAF grant to start a process of hub formation and, each year of the project, train 30 community leaders to address environmental issues. It expected to support 10 functioning NUCODEMA and work toward the formation of 15 to 20 more. It also intended to consolidate the methodology of its Social Environmental School of Community Leaders offering ongoing systemic training. Once trained, the leaders would work with community members on a plan to address local socio-environmental problems. Funding available through small grants would cover planning costs.

REDE trained more than 110 individuals, or 84 percent of those 120 whom it hoped to reach. The first two groups trained consisted of coordinators and leaders of community associations; the third included students as well as leaders from 24 organizations. The final group included students, between 17 and 30, who also acquired skills applicable to the workplace. REDE hopes that as young professionals they will work toward its goals. More than 60 percent of those trained were women.

Training covered conservation, project planning, civic participation and the political process. Trainees conducted socio-environmental studies in their communities and learned to draft submissions for grant funding of up to \$25,000. Seven of the 10 proposals submitted were funded; two of three proposals drafted by students resulted in an award. Many leaders trained early in the project continue to take part in the REDE, and those trained more recently helped mobilize attendance at a seminar co-sponsored by REDE and a cooperating business.

REDE entered into relationships with six international firms operating in the Polo Petroquimico, which provided space for training and food for trainees; with two Brazilian companies that provided personnel; a nongovernmental organization; government entities; and 24 new NUCODEMAs. REDE was less successful in mobilizing resources for operations, although it did obtain more than 25 percent of the contributions expected in kind in the form of food, equipment and space.

Lessons

The project helped REDE improve the methods it used to form and maintain partnerships.

REDE staff felt that the most important resources they mobilized were the more than 100 community leaders who went on to influence public environmental policy. The project highlights the potential of community organizations to effect significant environmental change. Motivating people to participate in public policy making has become one of REDE's major strengths.

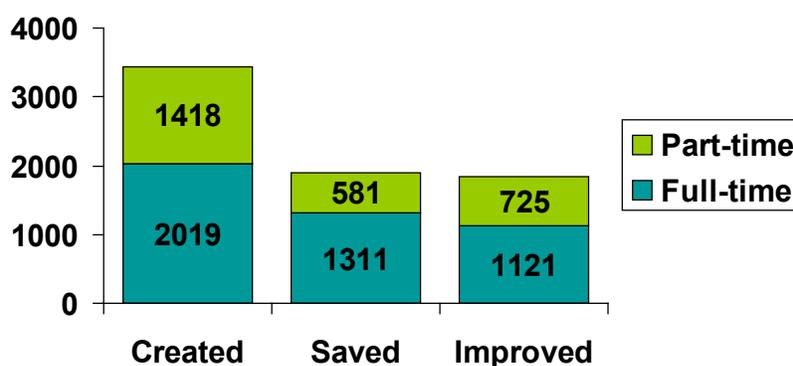
REDE noted the exchange of experiences and knowledge among community leaders developed confidence and cooperation among their respective groups and that identifying common objectives helped reduce conflict.

Job-Creation

Job-creation is essential to poverty-reduction. Grantees working toward this goal offer training and micro-credit to support new and existing businesses. In fiscal 2012, 52 IAF grantees created close to 3,440 jobs and saved or improved nearly 3,740 other positions.

- ◆ Cooperativa Multisectorial Verde Esperanza, R.L (COMULVERL) is helping farmers in 22 rural Nicaraguan communities diversify and market their production. In addition to training the farmers, this year the grantee extended credit to 68 new micro-entrepreneurs. By the end of 2012, it had created 28 full-time and 59 part-time jobs. One farmer, trained in seed selection, now maintains 110 trees. As a result, his son no longer feels compelled to migrate to Costa Rica. The farmer now requires a full-time employee to help with the trees.
- ◆ Associação Ateliê de Ideias is using its IAF grant to consolidate six microenterprises, develop two new ones, and provide the owners training in management and credit. The microenterprises work together to produce items used in housing construction, which complements the grantee's program of community banks that includes loans for homes. Two of the businesses created seven new jobs. The grantee now has an agency that focuses on marketing. The businesses are learning to fill specific requests. At the end of 2012, the grantee received an order from the state of Espirito Santo to develop 12 new products.
- ◆ Fundación para el Desarrollo de Alternativas Comunitarias de Conservación del Trópico (Altrópico) works with community enterprises in Ecuador. The three individuals interviewed by the data verifier reported increases in income ranging from 22 percent to 1029 percent over the last three years. Men and women sew, produce honey or brown sugar, or process fruit.

**Figure 4:
Jobs Created, Saved and Improved**



Food Production/Nutrition

In fiscal 2012, many grantees invested in training that makes agriculture more productive and profitable, in the diversification of crops and in efforts to take advantage of opportunities in niche markets. This has resulted in greater yields, more income and better nutrition for 20,389 individuals. It also reduced risks for farmers. Two examples follow:

- ◆ Institución Ecuménica de Promoción Social (OGUASU) works toward the development and inclusion of indigenous Mbya Paraguayan communities and preserving Mbya identity. Its IAF-funded project addresses income and food security of the Mbya in an association grouping 18 communities. The introduction of fish ponds, small livestock and organic garden vegetables to complement traditional crops has benefitted 132 families. OGUASU reported 168 men and women in 17 communities improved their diets, which was confirmed by the Paraguayan Ministry of Health.

- ◆ As a result of an IAF award to Asociación Comunal para el Desarrollo de la Mujer Rural (ADEMUR), Salvadoran women in Las Marías increased their earning ability by raising sheep. Nutrition improved for 40 women because the sheep were a source of meat and provided discretionary income to spend on other food. Of her 15 sheep, Marlene Aparacio recently sold seven, and butchered one and continues to raise the seven other. Benefits have spread via a rotating fund of loans in kind, which the women learned to run. They are also processing the hides for crafts they have learned to produce and market.

Housing

Grantees reported that 34 homes were remodeled, benefiting more than 70 individuals in Nicaragua and Honduras. Some homes were connected to water and sanitation. More than 12,742 Hondurans benefited from access to clean water.

- ◆ Asociación Hondureña de Juntas Administradoras de Sistemas de Agua (AHJASA) works with 30 Honduran communities to improve access to potable water. Some 9,000 Hondurans in one community benefitted from AHJASA's installation of a chlorination station serving 1,500 homes. A team formed by residents was trained to maintain the chlorination. The communities served by AHJASA have water committees; eight have worked to fence and reforest water sources.
- ◆ Alianza Sierra Madre, A.C. (ASMAC) reported building two cisterns in six months to benefit two families in the indigenous community of the Sierra Tarahumara, Mexico. The cisterns capture water in the dry environment. ASMAC is working with local residents on needs related to food security, health, and the environment, including water conservation.
- ◆ Asociación Compañía Promoción, Desarrollo y Liberación (COPRODELI) provides training, technical assistance and equipment for small-scale entrepreneurs. The current project involves the development of an industrial park. Twenty-three Peruvians each acquired a locale with water and sanitation connections for their new businesses that serve the housing sector.

Health

Grantees in Chile, Ecuador and Mexico, which supplement public services or operate where none are offered, reported 569 beneficiaries received medical attention.



NESsT

- ◆ Non-Profit Enterprise and Self-Sustainability Team (NESsT) works with grassroots organizations to offer subgrants and training to assist Chilean microentrepreneurs with the formation of microbusinesses. Recently 39 men and 84 women learned coping strategies toward recovery from the effects of the 2010 earthquake.
- ◆ Fundación Microfinanzas y Desarrollo, a Chilean member of RedAmérica, awarded a grant to enable 155 children to attend a pre-school whose educational program encouraged healthy recreational activities and food choices.



Individuals and Families: Intangible Indicators

Grantees track progress related to self-esteem, cultural identity, sense of belonging, creativity, communication and leadership, which can be observed, inferred and reliably verified, if not directly measured, and contribute to the impact and sustainability of their initiatives.

Self-esteem

Most IAF-supported activities improve the self-esteem of the beneficiaries targeted. Two examples follow.

- ◆ Instituto Tecnológico Alternativo de Petrópolis Amazonas Vicente Ferreira da Silva (ALTPET) prepares students in Manaus, Brazil, to pursue higher education. ALTPET administers questionnaires before and after its courses to document any increase in self-esteem. Instructors unanimously reported having observed changes in most students' self-esteem, as evidenced by their speaking up, participating more actively and forming groups, for example, to celebrate festivals.
- ◆ Asociación Cultural Ayullu Yupaychay (YUPAY) works through visual arts and other cultural expression to improve children's educational, physical, social and cultural development in 10 rural Quechua communities of Cusco, Peru. In one semester, 139 individuals demonstrated that they improved their self-esteem through expressing themselves creatively and demonstrating what they learned. Teachers are respectful of the community and have confidence that the classroom aides can contribute local knowledge to improve education. The aides are continuing to learn and are considered leaders in the community. The children interact respectfully and easily communicate their ideas and needs in their native language.

Cultural Identity

Some grantees emphasize reviving folk songs and dances or principles of organizing communities. They conduct training to improve crafts by updating traditional designs. Artisans understand that they are learning something new and celebrating their heritage while they develop the appeal of their products. The examples below demonstrate how IAF grantees encourage pride in cultural identity.

- ◆ Asociación Artesanos Andinos (AAA) provides training at centers in 15 indigenous communities in two provinces of Cochabamba, Bolivia. Center leaders grade the weavers on quality of their products, which helped AAA qualify for certification from the Bolivian Institute on Norms and Quality.

Increased sales of products incorporating native designs and techniques have reinforced the weavers' appreciation for their traditions. They consult parents and grandparents regarding practices that might otherwise be lost and have fenced areas at three centers to protect young native plants used for traditional dyes.

- ◆ Sa Qa Chol Nimla K'aleb' aal (SANK) promotes reforestation, better farming and the joint management of indigenous areas in Chisec, Guatemala. Through SANK, Q'eqchi' farmers learned the value of time-tested planting and harvest cycles, for example, as well as traditional ways of life. Community leaders now meet monthly and have organized three dialogues on local issues. In 2012, 11 men were elected as Ancestral Authorities, a role recognized in municipal registries. They will represent their indigenous community before the government in the process to secure rights to traditional lands

Leadership

Grantees focus on leadership skills that further development. These include the ability to enlist the support necessary to accomplish objectives that benefit the community. Many grantees conduct leadership training, as two examples illustrate.

- ◆ Centro de Promoción por la Dignidad Humana (CEPRODIH) reported reaching 32 Uruguayans with its training, exceeding the number expected, and they have demonstrated skills associated with leadership. Newly trained businesspeople are taking the initiative in searching for marketing locales; have resolved disagreements in their business network; and are entering into agreements with other entrepreneurs and motivating those in their network to work together. A social worker and psychologist conduct CEPRODIH's training that is part of its work with six groups, including the network. Victims of domestic violence receive multidisciplinary training toward recovery.
- ◆ To encourage member-management of community banks, Asociación Civil Nuestras Huellas provides credit and training that build the leadership skills of entrepreneurs who are members of 180 savings and loans banks in Greater Buenos Aires. The bank loans help entrepreneurs cover costs related to production, identifying local and regional buyers and creating marketing networks with Nuestras Huellas. Almost 600 individuals, mostly women, took part in training that reinforces the work of the 130 trained members of Nuestra Huella's executive board, who have taken on their roles and organized their groups and decision-making.



Organizations: Tangible Indicators

Management

Forty-three grantees reported training staff, developing a plan and managing a budget, as well as monitoring and evaluating their respective projects. Efforts to improve management are rated based on coded responses of staff, partners and beneficiaries to standardized questions on management practices. Scores ranged from 70 percent to 100 percent, the best rating. Two examples follow.

- ◆ Federación de Entidades Vecinalistas del Paraguay (FEDEM) has been working with neighborhood associations to address community issues and employment opportunities, particularly for young Paraguayans. FEDEM's technical team conducts weekly evaluations or follow-up with the associations and students and prepares reports. Decisions are made in plenary; all staff review materials prior to printing. The coordinator or his assistant arranges formal and informal meetings with beneficiaries. Staff, beneficiaries and collaborating groups rate FEDEM excellent in management and in monitoring and evaluation.
- ◆ Associação BrazilFoundation (BrazilFoundation) provides subgrants to base groups. Subgrantees responded to the BrazilFoundation's evaluation on its grantmaking over the last 10 years. The grantee now reviews its plans regularly to adapt to changing budgets. An institutional review of the last five years was undertaken with staff.

Profile: AssociaçãoBrazilFoundation (BrazilFoundation)

Project: Supporting Grassroots Projects in Brazil

Grant Amount: \$508,264



Background

Brazil Foundation's system for selecting and monitoring projects, developed over six years of funding, had guided its support of 100 proposals in five years. Since 2001, BrazilFoundation, which has offices in New York and Rio de Janeiro, has raised funds from individuals and businesses in the U.S. and Brazil.

Objectives and Results

BrazilFoundation planned to create a subgrant fund of \$400,000; select 40 grassroots projects to support, 20 in the first year of the project and 20 in the second year; and ensure training for subgrantees. Brazil-Foundation's goal was to improve and operationalize its Model for Project Monitoring and Evaluation in the third year of its IAF funding. It planned to evaluate subgrantees in terms of innovation so that the model could be improved. It also wanted to develop a three-year strategic plan to increase its funding base. Indicators for assessing effectiveness included Planning and Evaluation, Application of New Approaches, Long-term Goals and Subgrants.

BrazilFoundation , far exceeded its initial expectation of contributing \$297,207 in counterpart by raising more than \$53,601 in cash and \$307,872 in kind, including publications, flights and consultations. Activities reached 214 Brazilians, almost double the 120 estimated at the outset. BrazilFoundation invested \$237,712 in the 40 subgrants awarded.

BrazilFoundation acquired a stronger reputation as a technical partner and made presentations in diverse venues. It tightened criteria for funding. Of the 90 proposals received last year, it visited 10 proponents and selected five for funding. It informed the New York office of the process and work involved.

BrazilFoundation recently reviewed projects funded in its first 10 years. It is in discussion with the New York office regarding its mission. In 2012, BrazilFoundation inaugurated a new fund in Rio de Janeiro to finance training that prepares young Brazilians for the job market.

Lessons

BrazilFoundation came to understand that its visits to subgrants were inadequate. It plans to provide its subgrantees funding beyond one year and to program more visits to develop their management. BrazilFoundation is discussing these changes with the New York office. In the meantime, it is applying the changes to projects supported by other donors.

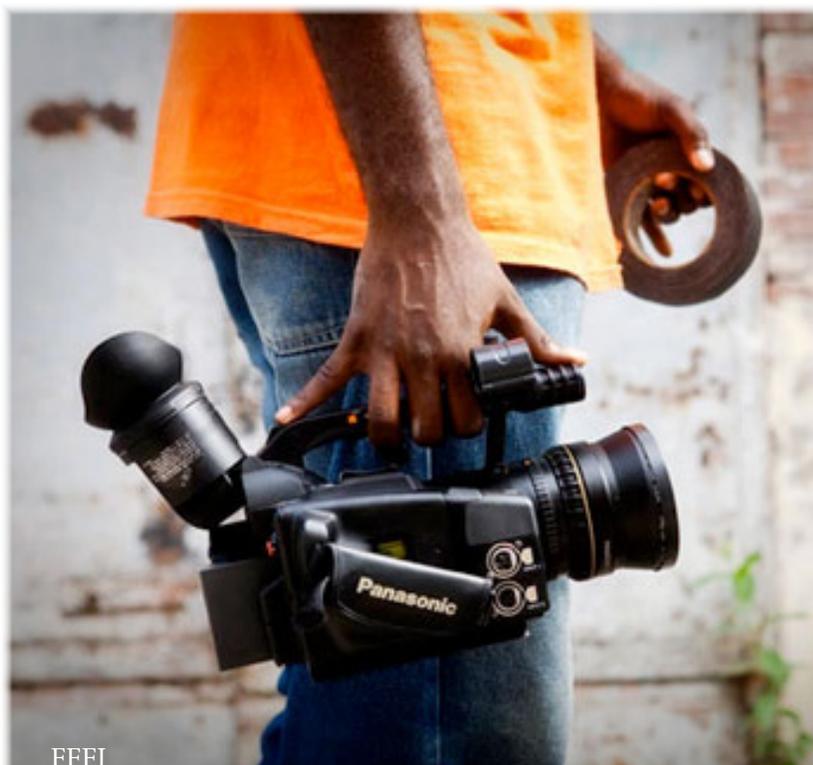
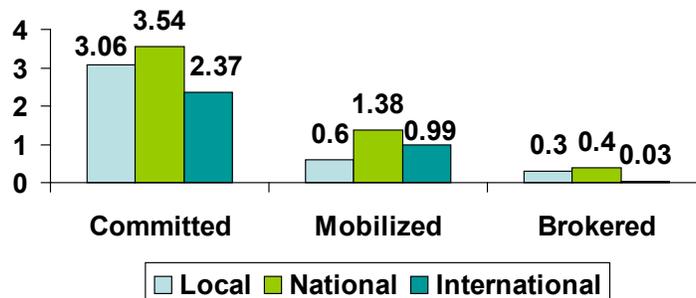
BrazilFoundation also modified its staffing to improve communication between the offices in Rio and New York.

Resources Leveraged

Grantees learn to increase resources for activities by connecting with private-sector donors and government. In 2012, IAF grantees raised \$3.76 million in cash and in kind from partners and other sources, in addition to counterpart raised to meet IAF funding requirements. Examples follow.

- ◆ Fonds International pour le Développement Economique et Social (FIDES) mobilized \$16,375 from Action de Carême Suisse and \$10,000 from Fondasyon Konesans Ak Libete. FIDES is providing member organizations subgrants for and technical assistance with sustainable agriculture and microcredit administration. Members focus on agricultural production and marketing.
- ◆ L'École de Fabrication Métallique pour les Démonis (EFAMED), which teaches metalworking and related job skills to young Haitians, mobilized \$9,400, of which approximately \$8,200 was donated by Enfants Espoir du Monde toward construction of a cistern to supply water to EFAMED's training facility. Students contributed the labor to make the metal doors for a new dining hall/meeting space and workshop.
- ◆ Fundación Saraki obtained \$161,270 in donations in kind, or more than double the amount expected. Most were in the form of television, radio and press coverage supporting the inclusion of information on Paraguayans with disabilities in the national census. The Paraguayan Congress assigned a staff member to work with SARAKI during the census. SARAKI offered training for census takers and representatives of organizations helping with the inclusion of persons with disabilities.

Figure 5: Resources Committed, Mobilized and Brokered (million)



FFFJ

Credit and Subgrants

The IAF works with grantees providing credit and subgrants to individuals and groups. It has conducted several studies on microcredit and has special guidelines for funding such grants.

- ◆ Fondation Festival Film Jakmèl (FFFJ) extended 10 Haitian filmmakers small loans for materials. Its film institute offers training to students in operating cameras, filming logistics and management, and editing finished production. Documentaries made by students included one on family violence and one for the music school of Jacmel.

Profile: Centro de Estudios para el Desarrollo Regional (CEDER)

Project: Fund for Cooperation in Local Development (FOCOSUR)

Grant Amount: \$494,950

Background

CEDER has more than 25 years of experience with formulating proposals and assisting diverse organizations. Collaboration with the IAF prompted CEDER to adapt its approach.

Objectives and Results

In September 2007, the IAF awarded CEDER a grant to solicit proposals and work with the IAF on grantee selection, funding and monitoring.

CEDER funded projects undertaken by 16 organizations in three departments of Peru. Beneficiaries were originally estimated at 720 families; 21 subgrantees benefited 1,592 families, 80 percent of which were of indigenous ethnicity. After widely publicizing the opportunity to apply for funding, CEDER received 117 proposals from 70 proponents, mostly groups of artisans, farmers, herders and people working in tourism. One group furthered employment opportunities for young people and one worked with urban waste.

A study undertaken by CEDER revealed weaknesses in the subgrantees' ability to write proposals and manage and monitor projects. It also identified important strengths, including the ability to clearly identify problems, enter into relations with other organizations and manage finances transparently. Beneficiaries acquired skills and knowledge, equipment for businesses and market access. New jobs totaled 309, and 77 percent of the participants, or 1,224 individuals, increased their income, on average by \$1,041 a year.

During the five-year grant period, CEDER entered into relationships with 101 public- and private-sector entities. Funds mobilized for the project doubled the annual budget. CEDER acquired a new source of funding by offering its services in monitoring and evaluation.

Lessons

CEDER determined that workshops on formulating projects, which covered the determination of technically feasible goals, reduced the time and effort spent on review and should be required of all proponents.

Experience working with the IAF and with subgrantees taught CEDER about the role of a strategic partner involved in formulating projects, the need for flexibility in budgeting and the wisdom of respecting proponents' autonomy while discussing problems and their solutions.

CEDER learned the value of site visits to learning, resolving problems, assisting grantees with monitoring and reporting, and reaching project goals.

By funding subgrantees working in rural tourism, recycling and other areas beyond its specialized expertise, CEDER acquired technical skills applicable to more such projects. Relationships with other organizations help technically as well as financially.



Dissemination

The dissemination of practices and experiences allows organizations to benefit from the success of others and avoid their errors. IAF grantees share information through presentations, radio and television interviews, pamphlets and brochures, newspaper and magazine articles, press releases, books, videos, movies and CD-ROMs. In fiscal 2012, almost half of all IAF grantees undertook some sort of dissemination. They participated in 4,434 radio or television programs; wrote 10 books and distributed more than 33,500 copies; and produced more than 354 pamphlets and brochures and distributed more than 135,800 copies. Examples follow.

- ◆ Artesanías Ocueñas S.A. (AOSA) is working with seamstresses in Herrera, Panama, to improve operations, production and marketing. AOSA began developing a website and prepared and distributed 1,000 copies of a pamphlet about its members and work. The seamstresses participated in a national and an international fair in 2012, with the support of the Ministry of Trade and Industry, the First Lady of Panama and the Instituto Panameño Autónomo Cooperativo (IPACOOOP).
- ◆ In addition to its magazine, Camará Americana de Comercio de la República Dominicana (AMCHAM) now uses a promotional video to disseminate news about its program of community development throughout the country. AMCHAM distributed approximately 8,000 copies of the magazine's quarterly editions in fiscal 2012. Its provincial director gave a presentation to invited businessmen and women and the press.
- ◆ In April and May 2012, the Environmental Foundation of Jamaica (EFJ) created a flier on community water systems to publicize its subgrantees' involvement in expositions organized in connection with Earth Day and World Water Day. EFJ also publicizes its awards of subgrants, some of which have received press coverage.



Organizations: Intangible Indicators

To participate more fully in the decisions that affect their lives, individuals need complete, reliable information. The IAF encourages transparency and the availability of accurate information on grantees' policies, programs and finances. Some examples follow:

Access to Information

The indicator measures the sharing of programmatic and financial information among project staff, collaborating organizations and beneficiaries.

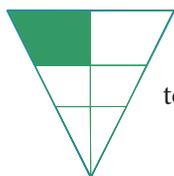
- ◆ Centro de Formación Integral para Promotores Indígenas, A.C. (CEFIPI), which works with indigenous Tzeltal Mexicans toward community development and better nutrition, is also working on transparency and shares programmatic information during visits.

Participatory Decision-Making

The IAF encourages grassroots support organizations to include beneficiaries in decision-making. Examples follow:

- ◆ Fundación Tierra Viva (FTV), which offers training and marketing assistance to three associations of cacao farmers in the Carabobo state of Venezuela, scored 97 points (out of a possible 100) on inclusion in decision-making, according to the responses of staff and beneficiaries to a questionnaire. FTV arranged meetings with producers and representatives of cooperating organizations to inform them how plans resulted in achievements and to discuss time tables. It also reviewed the project weekly and conducted a SWOT evaluation with the farmers, who helped adapt FTV's assessments of needs and risks and its plan for growing plants in a nursery.

- ◆ In response to the data verifier's questions on their participation, Q'eqchi' Guatemalans working with SANK, referenced above, cited examples of training sessions and meetings in which their opinions were considered. In fact, the information they provided has helped SANK in its work. Beneficiaries organized commissions to work with government entities to improve a farmers' market. SANK staff members systematically meet with the women's group first and then the agricultural group. A coordinating group reviews what was discussed and decides project activities.



Communities and Societies: Tangible Indicators

Grantees report on legislation and public policies that benefit the community and on successful tools and practices that are adopted by public and private organizations.

Wider Application of Methods and Techniques (Replication)

Grassroots groups, nongovernmental organizations and government entities have replicated or adapted techniques or practices successfully applied by IAF grantees. These techniques or practices might be new or revive a tradition. Sharing knowledge and expertise builds social capital and can make a difference in people's lives. Examples follow:

- ◆ Corporación SER PAZ has been working with Ecuadorian and international organizations to spread its methodology using street soccer to teach young Ecuadorians and reduce juvenile delinquency and violence in cities. SER PAZ reported for the second consecutive year on Replication. In 2012, this included adaptation by the Ministry of Sports, which announced plans to apply the methodology throughout Ecuador. SER PAZ methodology for teaching art is being promoted nationwide by the office of Ecuador's vice president through an agreement with Cirque Du Soleil and local municipalities. The practices are spreading to Costa Rica and Spain.
- ◆ Pursuant to an agreement with the Instituto Nacional de Reforma Agraria (INRA), Fundación Taller de Iniciativas en Estudios Rurales y Reforma Agraria (TIERRA) has conducted training in communities of the Ambana canton, Bolivia, extending the benefit of its approach to accelerate land titling. The relationship with INRA staff allows trained farmers to follow-up on government recordation and titling. New partners working with INRA and TIERRA include the Vice Ministry for Land; Bartolina Sisa, a provincial federation of women farmers; and the Centro Agrícola de la Federación Provincial located in Aroma.

Proposals and Demands

Grantees can report on legal provisions enacted or proposals and demands that have been converted to policies due to grantee activities. Examples follow:

- ◆ Centro de Apoio Sócio-Ambiental (CASA) provides subgrants supporting grassroots participation in social and environmental development in Brazil. Subgrantee Cooperativa Extrativista Florestal Familiar de Apuí participated in a meeting of a municipal council and in a permanent municipal forum, both covering sustainable development. Its participation led to better relations with the public agencies and started a dialogue on projects and policies.
- ◆ Comissão Pastoral de Pescadores do Ceará (CPP-Ceará) participates in the movement of Brazilian fishers, which is planning a campaign toward assuring the survival of traditional communities whose existence is threatened by housing, energy, and tourism programs. As part of the campaign, fishers are resisting changes to the existing forest code that would endanger mangroves currently designated as protected areas. As part of the campaign, six fishers were elected to the state coordinating body, and two of them were selected to be part of the national coordinating body.

Profile: Pastoral Social de Ixcán (PSI)
Project: Linking Local Development to Migration Mitigation
Grant Amount: \$195,310

Background

More than 58 percent of families in Ixcán, Quiché, have at least one member living outside the country. Young people leave and never return to this region, comprised mainly of indigenous farmers. Between 2008 and 2012, PSI used IAF funding to try to reduce the migration by 160 youths, primarily through education and through employment opportunities generated by the development of community enterprises and subgrants for small businesses.

Objectives and Results

Goals included increasing income by training 160 farmers to improve production. PSI worked with 12 community schools and 980 individuals, organized in 10 groups. At the end of the project, 161 youths and adults were applying the skills they had acquired to agriculture, raising small livestock and fish farming. They also acquired and applied skills in leadership and communication. Thirty-three teachers shared what they learned about migration with an additional group of students. Of the more than 730 youths trained, 79 percent have chosen not to migrate. The quality and variety of crops improved for 152 farmers. Of these, 125 marketed their produce: 102 locally, 11 in the neighboring department of Huehuetenango, nine in the municipal capital and three in Mexico.

Learning to make business and marketing plans also helped improve income from livestock and coffee for 142 farmers. More than half of farmers invested remittances they received from abroad in their new enterprises. PSI helped these businesses with supplies and subgrants, averaging \$2,000, reaching 161 individuals. Of the total funding for subgrants, one-third came from other donors. The subgrant fund was later transferred to the communities' board. A revolving fund was created to provide seed capital for future businesses, which farmers trained in basic accounting were expected to manage.

PSI produced 136 bilingual radio programs on migration that reached communities in northwest Guatemala and as far away as Chiapas, Mexico. The programs facilitated communication among immigrants

in Mexico and their families in Ixcán. Families also maintained contact through communication that PSI initiated with a migrant center in Mexico. PSI entered into relationships with several Guatemalan and international donors working toward common goals, especially regarding young people and migration. PSI committed to contributing counterpart valued at \$73,252; by working with these other organizations, it mobilized \$90,300, or 123 percent of its goal, despite one anticipated donor's termination of its funding in Guatemala. A partnership with the Ministry of Education made migration a subject for the classroom.



PSI's plan for 2011 through 2014 focuses on solutions to migration problems. PSI supported access to markets and to a marketing network, in the hope of developing a source of income that might be more reliable than remittances, which often only cover the debt the migrant incurred to travel.

The 10 community groups agreed to develop a central committee of five representatives, to ensure sustainability of the strategies PSI introduced and become a legally recognized entity eligible to participate in decisions related to local planning. The communities are facing new issues, including the construction of a hydroelectric dam.



Lessons

PSI understood the complexity of responding to local needs, as interests can be diverse and decisions must be reached on how best to manage the needs.

PSI learned the value of outreach and networks to address migration and responded by forming networks of families with migrants. PSI lacked experience with training individuals to start businesses and discovered it needed to find organizations to help with training and the necessary follow-up.



Communities and Societies: Intangible Indicators

Grantees track changes in the treatment of women, ethnic groups and people with disabilities.

Treatment of Vulnerable Populations

Advocacy for better treatment of marginalized populations leads to greater awareness among local authorities, to new laws and to better enforcement of existing laws.

- ◆ Fundación Hondureña de Ambiente y Desarrollo VIDA (FV) supports integrated development and sustainable resource management. Toward this goal, it has trained local authorities and farmers, particularly in project management and conservation. Its IAF-funded project focused on the watershed area of the Guascorán River. Training, meetings with municipal and institutional commissions, and subgrants for projects helped local leaders understand the benefit of collaboration. Farmers reported better income as a result of their training and active participation in meetings, where they introduced action plans and proposals expected to benefit the community.
- ◆ During its project that ended in fiscal 2011, Asociación de Servicios Comunitarios de Salud (ASEC-SA) promoted access to health care for residents in eight municipalities in Baja Verapaz, Guatemala. The women continue to participate in meetings with the Guatemalan Ministry of Health, which is now more receptive to their ideas. Three communities worked with local authorities to map families at risk and review the tendency to migrate. Residents see the need for continuing work in order to change attitudes and orient new authorities after elections.

Grantee Initiatives and Community Development

Grantees can affect individuals beyond those originally contemplated and impact the community in ways not reflected by their reports on the original four to six indicators chosen at the outset of projects.

Let's All Work Together and Benefit

Initially created as a coffee cooperative, Sociedad Cooperativa Marías Noventa y Tres (MARIAS 93) obtained early certification of its coffee as organic. Its membership grew; young people now constitute about one-third of members and women about half. MARIAS 93 wanted more farmers trained so they could obtain organic certification and wanted to increase the income of its coffee growers. It planned to invest its IAF funding in equipment, infrastructure, credit and working capital so that its growers could process and package their coffee for sale in Guatemala and in international markets via the Internet. Its project also included activities to preserve the spectacular surrounding environment that its members considered threatened and to increase opportunities for young people in order to counter out-migration.

MARIAS 93 worked to increase its membership as a means to weather fluctuations in price. Building a nursery and tending the plants offered more than 25 individuals temporary employment. Additionally, six young women staff the new nursery, and four members sell the cooperative's compost and biofertilizer. Two members process and package the coffee, using the new equipment. The number of members using the organic methods more than tripled that initially expected. And at least 57 members satisfied the requirements for certification. With production increases and better prices, income increased each subsequent year of the grant. MARIAS 93 mobilized other funds that it used, for example, to train the members' children and young members to make candy and bread, in addition to the training planned in agriculture.



MARIAS 93

While much of its work focused on coffee, its other activities had unexpected results. MARIAS 93 had not foreseen that its own history would be more valued than its coffee. Young members work with students and others who come to tour the scenic area. Two women work full time at a new café housed in the same building as a small museum that displays historic photographs of the cooperative and its members, many of whom are veterans of or refugees displaced by the civil war that ended in 1992.

Surprises Found in the Net ...

Cooperativa Autogestionaria de Servicios Profesionales para la Solidaridad Social R.L. (CoopeSoliDar) works to provide alternative livelihoods to fishing, maintains a fishing data base, and provides training in responsible fishing practices and other topics such as crafts and motor repairs. It uses its IAF funding to involve a wide variety of stakeholders in protecting marine areas around Tárcoles, Puntarenas, on the Pacific coast of Costa Rica, and promote the community's management of them. After the first two and a half years, local residents have more employment opportunities, thanks to the growth of tourism. They prepare meals for tourists, host them in their homes and take them on tours and fishing excursions.

CoopeSoliDar's participation in the network developed by IAF grantee Alianza Comunitaria Conservacionista de Turismo Alternativo Rural helps attract tourists. Some fishers have worked with Costa Rica's Instituto Costarricense de Pesca y Acuicultura (INCOPECA) and now know how to conduct monthly fish monitoring. Responsible fishers receive prizes. Residents have been impressed with how quickly the fish populations have become re-established. Jumbo shrimp are the largest they have been in the last 10 years. Whales have been sighted for the first time in the last decade.

The community has joined INCOPECA, the municipality and Costa Rican Ministry of the Environment and Energy in managing the maritime zone. News of CoopeSoliDar's success has reached a community to the south that has invited CoopeSoliDar to work with it.



Expanding the Reach of the IAF’s Approach: RedEAmérica



Since 2000, the IAF’s responsive approach has been applied by a network of corporate foundations committed to transforming their social investment from philanthropy to grassroots development. An IAF initiative, the Inter-American Network of Corporate Foundations and Actions for Grassroots Development (RedEAmérica) now involves 75 members in 11 countries.

In February 2013, the IAF and RedEAmérica conducted a survey of new and current members to measure the current investment in grassroots development and its effect. Of RedEAmérica’s members, 71 percent responded completely and 87 percent responded partially, including new members.

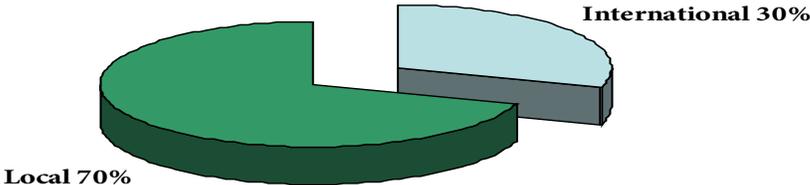
Membership

RedEAmérica welcomed 11 members in 2012. Forty percent of RedEAmérica’s members joined the network since 2009. Membership has expanded more than five-fold from the original 14 founding members.

Funding

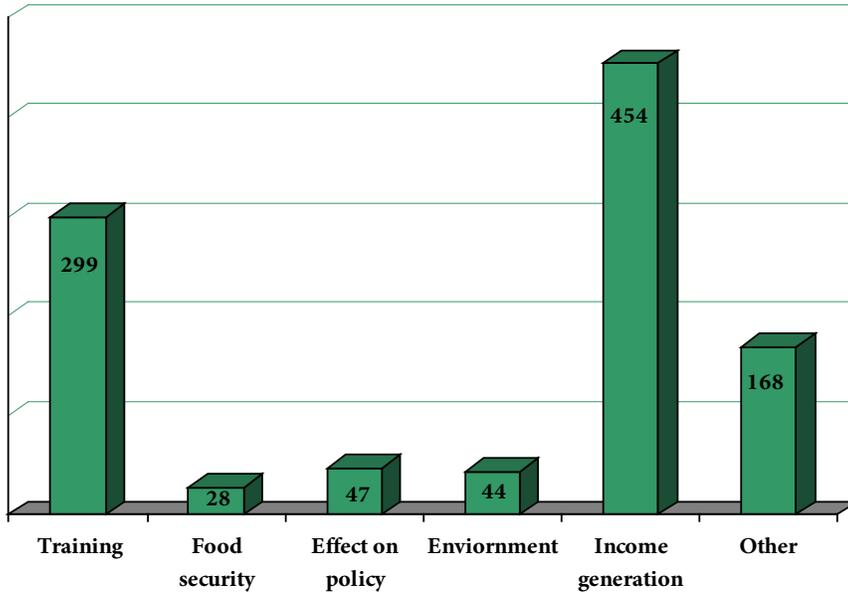
According to the survey, members budgeted \$47.7 million for grassroots development, or 46 percent of their total budgets. This reflects an increase over 2011 when members reported spending \$33.7 million on grassroots development. In fiscal 2012, members mobilized an additional \$16.7 million from both international and domestic donors. This has increased funding available for grassroots development.

Figure 6: Sources of funds mobilized for grassroots development



Funding for grassroots projects totaled more than \$22 million, or 21 percent of the respondents' overall budgets. Fifty-three members financed 1,040 projects. Programmatic areas varied as shown in Figure 7. RedEAmérica is studying selected program areas, such as education and income-generation, which will be highlighted in its next survey and this report for 2013.

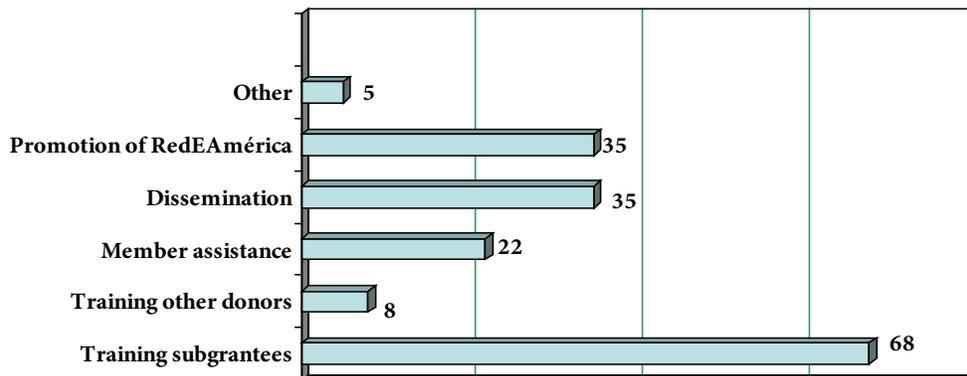
Figure 7: Projects financed by programmatic area



RedEAmérica Activities

Figure 8 shows grassroots activities undertaken by RedEAmérica members, in addition to subgrant funding. More than 68 percent of the members that responded to the survey reported providing training and technical assistance for subgrantees. Members also shared RedEAmérica's theory and tools with other organizations.

Figure 8: Activities sponsored or led in 2012 to promote grassroots development



Results

Since 2008, RedEAmérica members that are parties to cooperative agreements with the IAF have used the GDF. All report on the indicators Relations, Resources and Subgrants, and most have reported on other indicators relevant to the goals of their funding. Their subgrantees usually receive less than \$20,000 per project over a period lasting under two years. The examples below show the effectiveness of this modest funding.

Eleven members in Argentina, Chile, Colombia, Costa Rica, Guatemala, Mexico and Peru reported investing at least \$586,000 of their own resources and more than \$550,000 from other sources in 114 subgrants that reached more than 65,000 beneficiaries.

RedEAmérica held three events to promote investment in grassroots development in Uruguay, Chile and El Salvador. In collaboration with Fundación Arcor of Argentina and the Programa ProAmérica, it conducted a workshop on economic inclusion for 80 members and non-members in Cordoba, Argentina.

Since 2009, when the Instituto Tecnológico of Monterrey, Mexico began offering RedEAmérica's Web-based certification program, it has reached 12 groups. In 2012 three new courses were offered, two in Spanish and one in Portuguese, for 101 new students.

Argentina

Fundación Arcor (ARCOR) funded 38 subgrantees supporting child development, benefiting 23,851 Argentines. ARCOR mobilized \$48,281 from other sources, surpassing the counterpart contribution expected. The IAF's data verifier worked with ARCOR to review its accomplishments, such as leveraging more than \$1.4 million to date, of its collaboration with the IAF during the past 10 years.

Chile

Fundación Microfinanzas y Desarrollo awarded five subgrants in 2012 and has selected four new subgrantees. It invested \$21,181 of its own resources and \$7,593 from other sources. In 2013 it is working in partnership with ARCOR.

Corporación Sociedad Activa (CSA) worked with 40 mothers whose children attend two daycare facilities. For six months, volunteer tutors from 3M worked with 15 of the women who had applied previous training to drafting strong business plans. CSA awarded nine women subgrants toward purchasing raw materials and equipment for their new microbusinesses, representing an investment of \$4,394 in CSA resources and more than \$4,394 from other sources.



Over a three-year period, Fundación Pehuén invested \$22,463 in six communities in the Alto Bio-Bio zone of western Chile. Its partner Fundación Chol Chol trained 30 indigenous men and women in textiles, civil participation and the Chilean law on forming associations. Some began working together in tourism and they became legally constituted as a business in 2012. Women working with textiles are developing their group, selected a delegate to represent it at meetings and improved the quality of their textiles. Empresa Endesa helped with the process of filing to incorporate and has requested a catalog to help promote the weavers' products.

Colombia

Corporación Consorcio para el Desarrollo Comunitario (Consorcio) continued to administer the Colombia National Fund and evaluated the impact of the fund's eight subgrants that benefitted 660 Colombians. It found that organizations applied their training in marketing, management, accounting and project planning. When Consorcio evaluated the subgrantees' management, it found that three subgrantees have strong relationships with government entities through regularly meetings and are undertaking activities with the agencies. Four other subgrantees currently showed a mid-level ability in building and maintaining relationships.

Asociación de Fundaciones Petroleras (AFP) offered training in beekeeping, administration, credit management and leadership to three of the 37 subgrantees that it had originally co-funded with the IAF. One subgrantee, a community radio station, also received funding from the local mayor's office and acquired new advertisers.

Transparency International works in 90 countries to fight corruption; Corporación Transparencia por Colombia (Transparencia) is its autonomous Colombian chapter. For eight months, it supported 10 subgrantees that work in "social control." The subgrantees took part in a transparency exercise that was presented at two municipal events. The grassroots organizations also presented proposals to improve the investment of public resources and the implementation of public policies. Transparencia produced videos about two subgrants. Five subgrantees, of 28 to date, were included in a video Transparencia is using as part of its campaign, "It's Time to Wake Up: No More Corruption."

Costa Rica

Empresas para el Desarrollo, S.A. (EDESA) provided 24 loans to 17 community credit businesses (EC) located throughout Costa Rica. Five new ECs opened due to training, dissemination and the interest in the respective communities. The program expanded to Panama this year, where EDESA expects to develop a local affiliate. EDESA's new relationship with Mambu software allows the ECs to upload financial information directly to a central site. To date, EDESA has raised more than 115 percent of its counterpart commitment. The IAF's contribution to the loan fund has been leveraged seven-fold.

Guatemala

Fundación Pantaleón funded six subgrants in two departments of Guatemala during its first reporting year. Another five attributable to other funders totaled \$177,301. The subgrants financed projects in agriculture, crafts and nutrition.

Mexico

Fundación del Empresariado en México (FUNDEMEX) emphasizes subgrants related to income-generation. It worked with 13 subgrantees that were chosen from its second and third calls for proposals. Each subgrant averaged approximately \$37,500. FUNDEMEX was in contact with more than 1,500 nongovernmental organizations. By the end of fiscal 2011, it had mobilized 87 percent of the \$783,340 it had committed to contributing as counterpart.

Peru

In response to its third call for proposals, Asociación Atocongo funded 11 subgrants, investing \$85,876 of its own resources and \$281,907 from other sources that also supported four additional subgrants. The subgrantees reported creating 20 jobs and improving many others. They are applying what they learned to improve, diversify and market their dairy products, potatoes, crafts and equipment for people with disabilities. They sent representatives to five fairs and developed marketing materials.

Post-grant Assessment



Results documented yearly in two reports are simply an indication of progress toward short-term goals and objectives that can lay a foundation for sustainable solutions to community problems. To determine the longer-term impact of IAF-funded activities on living conditions, the grantee organization and the respective community, the IAF selects a subject area and conducts assessments of relevant projects whose funding terminated four or five years earlier.

In fiscal 2012, the IAF conducted ex-post assessments of five grantees working on production for global markets, whose projects had been completed in 2006. Programa Integral para el Desarrollo del Café (PIDECAFE, now known as PROGRESO) works with Peruvian coffee growers to diversify their crops and reduce the risks associated with dependency on a single crop. Its sale of granulated brown sugar to European buyers climbed from 180 50-kilogram bags in 2003, the first year of production, to 13,100 bags in 2011, and demand continues to exceed supply.

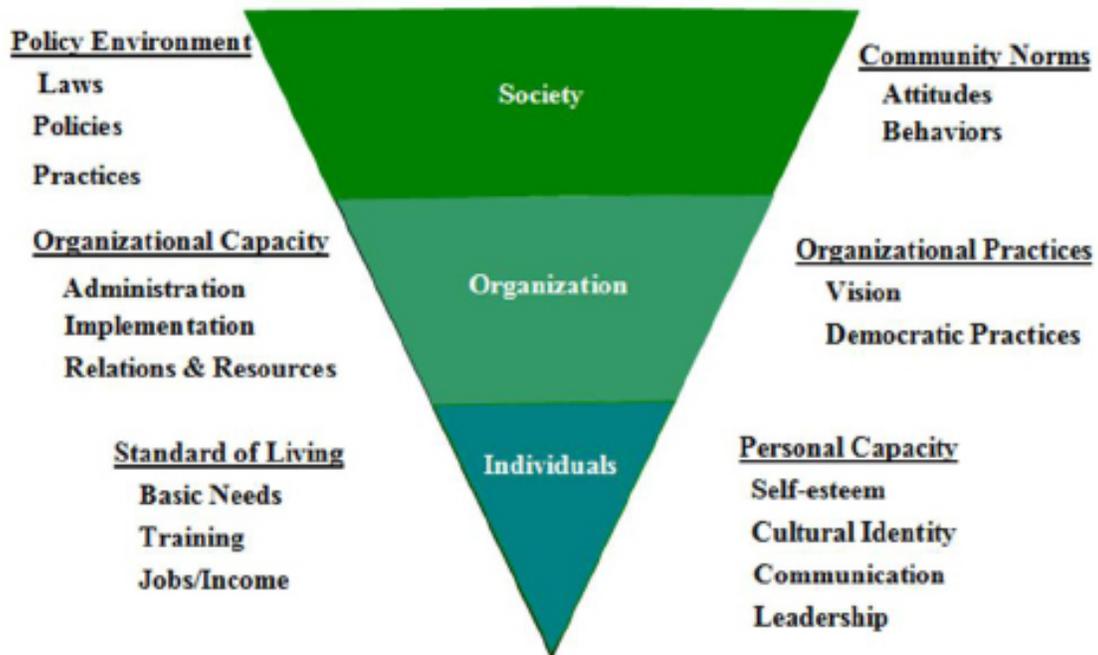
Another former grantee partner, Asociación Especializada para el Desarrollo Sostenible (AEDES), in Arequipa, Peru, provided training and technical assistance toward improving the practices of farmers growing foxtail amaranth and quinoa. In 2012, AEDES was a significant supplier in the local market and exported both products to Germany.

Asociación de Profesionales Agropecuarios Ngöbe Buglé (APANB) worked to increase production of the organic coffee grown by 60 Panamanian farmers who belong to the Ngöbe ethnic group. APANB also trained 90 Ngöbe women to dye fibers and make crafts as a source of income. Sales from coffee exports grew from \$10,400 in 2004 to \$65,500 in 2008, when a German client purchased 364 quintales of Fair Trade products. (One quintal equals 100 kilograms.) Domestic sales rose from 12 quintales in 2004 to 93 quintales in 2008. Cooperativa La Esperanza de los Campesinos, a former IAF grantee, is the domestic distributor of APANB coffee.

Sociedad de Pequeños Productores Exportadores y Compradores de Café (SOPPEXCA) is helping some 500 Nicaraguan coffee producers in its member cooperatives increase sales, including abroad. Coffee exports rose from 1,800 100-pound bags in 1999 to 42,000 bags in 2012, with almost half going to U.S. markets and the rest to Europe.

Proyecto Aldea Global-Jinotega (PAGJINO) provided training, technical assistance, loans and supplies necessary for 950 Nicaraguan farmers to apply sustainable practices. In 2012, PAGJINO exported 60 containers of coffee to 13 customers in seven countries, becoming Nicaragua's 13th largest coffee exporter among a group of 64 exporters.

Appendix A: Grassroots Development Framework



Appendix B: Organizations Referenced in the Report

Acronym	Entity	Grant Number
AAA	Asociación de Artesanos Andinos	BO-521
ABK	Asociación BriBripa Kaneblo	CR-330
ADEMUR	Asociación Comunal para el Desarrollo de la Mujer Rural	ES-230
AHJASA	Asociación Hondureña de Juntas Administradoras de Sistemas de Agua	HO-253
AFP	Asociación de Fundaciones Petroleras	CO-499
ALTROPICO	Fundación para el Desarrollo de Alternativas Comunitarias de Conservación del Trópico	EC-413
ALTPET	Instituto Tecnológico Alternativo de Petrópolis do Amazonas Vicente Ferreira da Silva	BR-859
AMCHAM	American Chamber of Commerce of the Dominican Republic	DR-329
AOSA	Artesanías Ocueñas S.A.	PN-299
APANB	Asociación de Profesionales Agropecuarios Ngäble-Buglé	PN-272
ARCOR	Fundación Arcor	AR-332/CP-003
ASECESA	Asociación de Servicios Comunitarios de Salud	GT-290
ASMAC	Alianza Sierra Madre, A.C.	ME-504
ATELIE	Atelie de Ideias	BR-850
ATOCONGO	Asociación Atocongo	PU-545/CP-31
BrazilFoundation	Asociação Brazil Foundation	BR-831
CASA	Centro de Apoio Sócio-Ambiental	BR-846
CEDER	Centro de Estudios para el Desarrollo Regional – CEDER	PU-540
CEFIPI	Centro de Formación Integral para Promotores Indígenas, A.C.	ME-489
CEPRODIH	Centro de Promoción por la Dignidad Humana	UR-185
COMULVERL	Cooperativa Multisectorial Verde Esperanza, R.L.	NC-279
Consortio	Corporación Consortio para el Desarrollo Comunitario	CO-498/CP-10
CoopeSoliDar	Cooperativa Autogestionaria de Servicios Profesionales para la Solidaridad Social, R.L.	CR-329
COPRODELI	Asociación Comunidad Promoción, Desarrollo y Liberación	PU-552
CPP-Ceará	Conselho Pastoral dos Pescadores/Regional Ceará	BR-848
CSA	Corporación Sociedad Activa	CH-514/CP-23

Acronym	Entity	Grant Number
Delicias Criollas	Cooperativa Delicias Criollas	UR-181
EEDM	Enfants, Espoir du Monde, a French organization:Children, the World's Hope	
EFAMED	L'Ecole de Fabrication Métallique pour les Démunis	HA-215
EFJ	Environmental Foundation of Jamaica	JA-112
Estación A	Estación A – Nucleo Cultural	PY-198
FEDEM	Federación de Entidades de Vecinalistas del Paraguay	PY-198
FFFJ	Fondation Festival Film Jacmèl	HA-206
FIDES	Fonds International de Développement Économique et Social	HA-207
FPVS	Fundación Pro-Vivienda Social	AR-341
FTV	Fundación Tierra Viva	VZ-202
FV	Fundación Hondureña de Ambiente y Desarrollo VIDA	HO-250
MARIAS 93	Sociedad Cooperativa Marías Noventa y Tres	ES-229
Microfinanzas	Fundación Microfinanzas y Desarrollo	CH-516/CP-25
NESsT	Nonprofit Enterprise and Self-Sustainability Team	CH-518
Nuestras Huellas	Asociación Civil Nuestras Huellas	AR-362
OCDIH	Organismo Cristiano de Desarrollo Integral de Honduras	HO-254
OGUASU	Institución Ecuménica de Promoción Social	PY-199
Pehuén	Fundación Pehuén	CH-511/CP-001
PSI	Pastoral Social de Ixcán	GT-293
REDE	Rede de Defensa Ambiental do Cabo de Santo Agostinho	BR-841
RedEAmérica	Inter-American Network of Corporate Foundations and Actions for Grassroots Development	
SANK	Sa Qa Chol Nimla K'aleb'aal	GT-303
SARAKI	Fundación Saraki	PY-196
SER PAZ	Corporación Ser Paz	EC-397
TIERRA	Fundación Taller de Iniciativas en Estudios Rurales y Reforma Agraria	BO-506
Transparencia	Corporación Transparencia por Colombia	CO-511/CP-27
YUPAY	Asociación Cultural Ayulla Yupaycha	PU-560

