

Inter-American Foundation

An Independent Agency of the U.S. Government



FISCAL YEAR 2011
ANNUAL GRANT RESULTS REPORT

Cover: Fundación Taigüey purchases fruit for processing into value-added products such as jams and jellies to sell in Dominican niche markets.

Photo: Jenny Petrow

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EXECUTIVE SUMMARY

This report summarizes the results reported by 243 grantees of the Inter-American Foundation (IAF) that were active in fiscal 2011. The results of their work benefited more than 91,300 men and women, including African descendants, indigenous people, 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 capacity 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 stronger grassroots groups and organizations that support them; 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 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 2011 include the following:

- More than 48,300 individuals acquired knowledge and skills through IAF-funded training: 14,131 individuals were trained in agriculture; 43,401 in civic participation; 26,511 in human rights; 9,420 in manufacturing skills; 7,485 in finance; 7,655 in conservation; and 5,537 in leadership skills. Many participants enrolled in multiple training sessions covering various topics. Grantees also track the application of the knowledge and skills acquired.
- Approximately 5,500 new jobs were created as a result of training, technical assistance and credit programs; 2,065 positions were saved; and working conditions improved relevant to 2,162 jobs.
- More than 9,125 individuals benefited from access to medical care and sanitation services and from diversified food production. Clinics provided services to 322 individuals; nearly 720 individuals gained access to clean water;

and close to 8,000 people now enjoy a more nutritious diet.

Organizations

An organizational culture that results in greater engagement in democratic practices is measured by such indicators as access to information and participation in decision-making. Organizational capacity is measured using indicators that include resources mobilized and the dissemination of experiences and practices. As with the abilities of an individual, organizational capacity contributes to future sustainability of initiatives.

- Grantees collaborated with 541 new partners and maintained relations with more than 1,600 organizations, which enabled them to mobilize additional resources and exchange experiences.
- The IAF's responsive, results-oriented approach continues to attract new sources of support for grassroots development. In 2011, IAF grantees mobilized resources valued at more than \$2.7 million beyond their required counterpart commitments.
- Fifty percent of all grantees formally shared their knowledge with beneficiaries, community partners and/or other grantees through pamphlets, brochures, videos, books and face-to-face interaction.

Communities and Societies

The impact on the community and the society is measured by the application of methods or practices in other contexts; by broader participation in the development process; by better treatment of marginalized groups in the public and the private sector; and by policies enacted that benefit them. As

a result of the IAF's funding and involvement over time, hundreds of thousands of individuals in thousands of communities throughout Latin America and the Caribbean have improved their lives and circumstances.

- Nongovernmental organizations, including IAF grantees, and government entities replicated successful methods and practices.
- IAF grantees have supported communities in their efforts to have a voice in matters that affect them. For example, subgrants enabled diverse groups of indigenous Brazilians along the Xingu River to work together during the public debates on a new dam. This resulted in strategies to mitigate flooding from the infrastructure project and policies to compensate damage to property and to the habitat that their livelihoods depend on.

These and other results in fiscal 2011 confirm the IAF's success in promoting economic opportunity, reducing poverty and fostering civic engagement at the community level.

Sandra Lafontaine



Dominican Aurelino Feliz, a participant in Fundación Taigüey's project, crafts earrings from coconut shells.

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.

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 4,981 grants for more than \$680 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 12th 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. Out of the 334 IAF grantees active in fiscal 2011, 270 were required to gather and submit results reports. The remaining 64 organizations received new awards and planning grants.

The report summarizes the results gathered by 243 of 270 grantees in 21 countries in Latin America and the Caribbean in fiscal 2011 (see Appendix B). At the time that this report was drafted, a newly contracted professional was visiting 15 Haitian grantees. Additional grantees' reports could not be verified because of access and time constraints. This report is based on data collected at six-month intervals by grantees, verified in person by a contracted professional and forwarded to the IAF in compliance with the respective grant agreement.

The results summarized in this report reflect grant results during 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.

METHODOLOGY

How Does the GDF Work?

In her article “Measures to Match the Mission,” published in *Grassroots Development 2009*, Marion Ritchey-Vance, who pioneered the GDF, explains how the results of grassroots development can be configured as a cone:

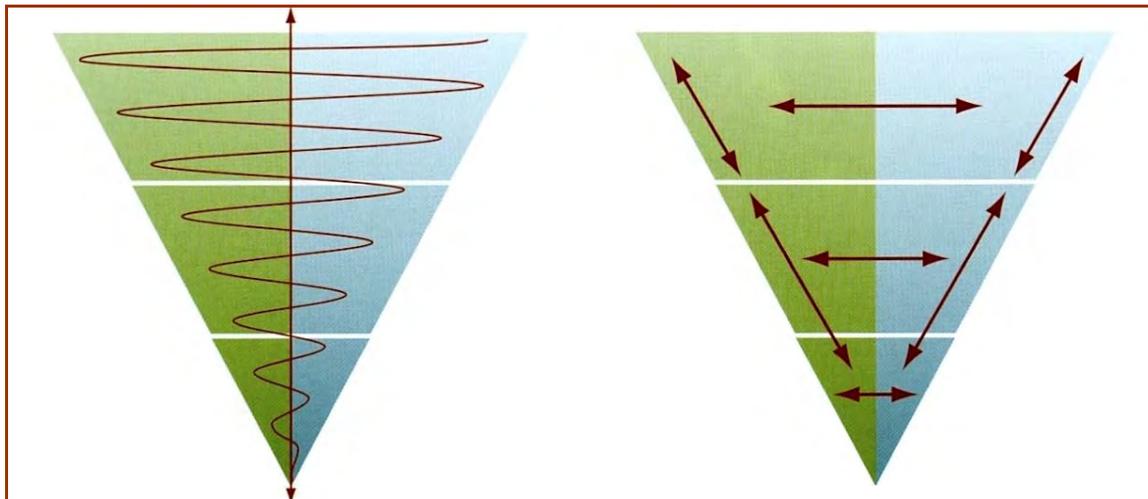
“At the narrow end of the cone are the results most directly evident *in situ*, at the core of the project. The cone widens upward to take in what occurs at the organizational level and tops out in the realm of policies and practices that have, or have not, changed as a result. It gives equal weight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

densest and most visible at the base and becomes more diffuse in the mid- and upper levels.

“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 verbalize.”

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

Figure 1a and b: GDF Dynamics



of the cone, arose not from theory, but from the stories of hundreds of organizations.

“The six ‘windows’ represent a synthesis drawn from years of experience. Impact is

compost results in higher yields, which creates *jobs* during harvest and at other points.¹ An increase in production results in higher volume for sale (*income*) and/or home consumption (*nutrition*). Better

¹ Indicators from the GDF are noted in italics.

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 24.

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 contracted in-country visits the project sites 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.

Isidro Medina



Delia Sevilla, who verifies data submitted by grantees in Nicaragua, visits the organic coffee farm of one of UCPCO's beneficiaries.

GRANT PROGRAM PROFILE

In fiscal 2011, the IAF awarded 61 new grants valued at \$12.43 million and amended 33 active grants for \$2.45 million. The average value of a new grant was \$203,757. During this year, the total active portfolio consisted of 334 or a total investment of \$81.46 million. The average value of these grants was \$243,891. Table 1 describes the dollar amount by the programmatic area in which grantees work.

Table 1: Number of Grants in Fiscal 2011

Program Area	Total Active Portfolio		New Grants	
	Investment	No. of Grants	Investment	No. of Grants
Agriculture/food production	\$26,309,355	99	\$5,092,995	21
Enterprise development	\$19,731,557	86	\$1,783,995	10
Education/training	\$15,187,720	72	\$3,246,171	18
Corporate social investment	\$8,040,014	25	\$918,100	4
Environment	\$6,043,804	26	\$526,770	4
Cultural expression	\$2,403,982	11	\$562,077	3
Health	\$1,380,995	6	\$299,100	1
Legal assistance	\$1,273,509	5	-	
Housing	\$643,300	2	-	
Research/dissemination	\$445,433	2	-	
TOTAL	\$81,459,649*	334**	\$12,429,172	61

* = This figure includes all grants active during fiscal 2011. The \$65.11 million reported in the IAF's *2011 Annual Review* includes only grants active on September 30, 2011.

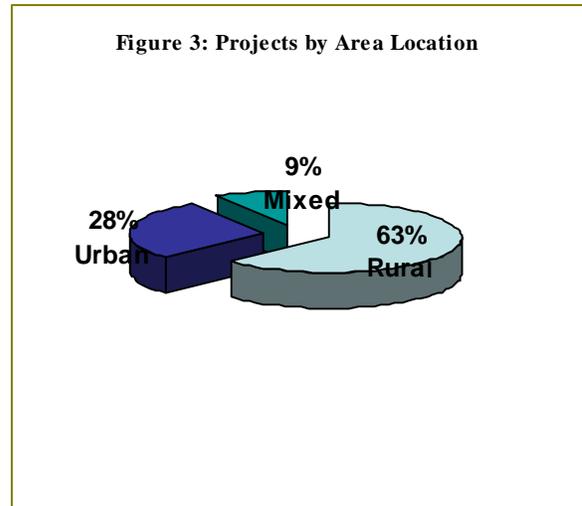
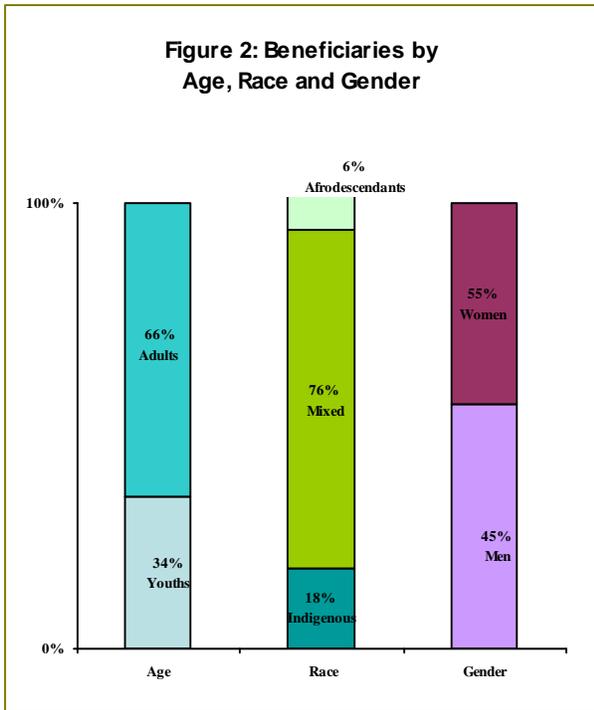
** = 334 is the number of active grants, including 61 new awards and 33 amendments during fiscal 2011.

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 project goals, activities and locations. Heterogeneity of cultures, languages and political contexts add complexity to any attempt to standardize findings across Latin America and the Caribbean, and subsequently generalize from them. That said, results here are organized according to 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.

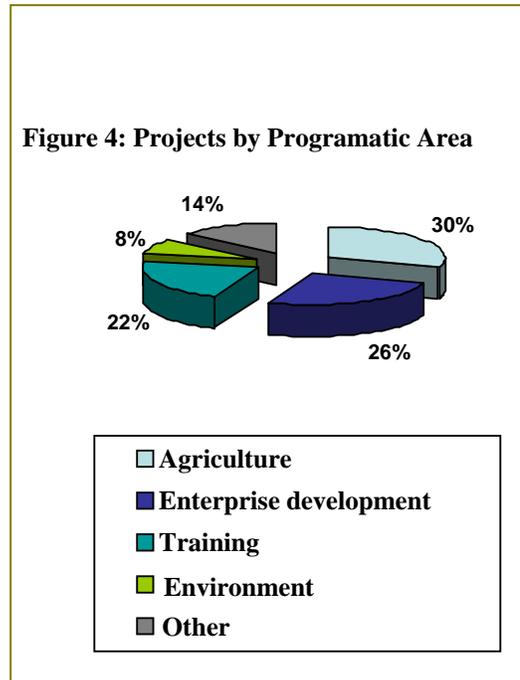
Figure 2 shows the age, race, and gender of beneficiaries. Almost 20 percent of the individuals benefiting from IAF grants in 2011 were indigenous; 6 percent were African descendants. The percentages are based on self-identification and may be underestimated due to issues of ethnicity as discussed in the Grassroots Development,



2007. The IAF has sponsored workshops for African descendants, indigenous people, youth, and other groups and has financed participation in conferences and other events with the goal of raising visibility and promoting active engagement.

The majority of the grantees in the portfolio (63 percent) undertake rural projects reaching poor communities. Urban projects address concerns such as civic involvement and participatory budgeting, violence, social services, employment (13 percent of urban projects), and recycling (more than 10 percent of urban projects). More than 27 percent of urban projects focus on the education of young people, their employability and alternatives to gang activities.

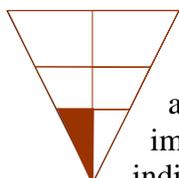
Figure 4 on projects' type shows the range of areas in which the IAF funds projects. Specific examples of the diversity of projects funded and their multi-pronged goals are included in the following pages.



The IAF has grant agreements with non-governmental organizations, community groups, cooperatives, federations and foundations.

Results are reported by grantees as follows:

Individuals and Families: Tangible Indicators



Training and capacity building result in tangible and intangible benefits that improve the quality of life for individuals and families. These

include jobs, better housing and nutrition, access to water and health care, and training and technology directed at developing micro- and small enterprises and making agriculture more productive.

Training

Eighty-seven percent of all IAF grantees reported offering on-the-job training, courses or workshops of one to several days, complemented by technical assistance to reinforce material learned. The most common topics were agriculture, business administration, civic engagement, and manufacturing. The comparative percentages for agriculture and health follow on health issues. Training for women in

construction, manufacturing and marketing, among other topics, reveal that grantees recognize their potential as entrepreneurs and community leaders.

Examples of training follow:

- ❖ **Movimiento Para el Auto-Desarrollo Internacional de la Solidaridad (MAIS)** works with children, teachers, parents and the community in the coastal town of Puerto Plata, Dominican Republic, to reduce the abuse and exploitation of children. In the first year of its grant, MAIS trained 52 tutors in the impact of child abuse and family violence on school and learning. MAIS also organized training in human rights and the prevention of violence for more than 400 students, 50 of whom were expected to form a youth network. Another 164 students from area schools improved their writing skills as well as their

Table 2: Acquisition of Knowledge and/or Skills

Knowledge/Skills	%	%	Total
	Men	Women	
Agriculture	61	39	14,131
Civic participation	42	58	43,401
Construction	58	42	757
Domestic relations	40	60	4,299
Environment	50	50	7,655
Finance	23	77	7,485
Health	32	68	1,259
Human Rights	47	53	26,511
Leadership	42	58	5,537
Legal system	57	43	3,187
Manufacturing	22	78	9,420
Marketing	35	65	5,919
Planning & Administration	39	61	12,529
Decentralization & Participatory Budget	49	51	2,568
Tourism	49	51	711
Other	43	57	50,754

knowledge of math, science and social studies. Some youths and their mothers learned to use computers and to make dresses, table runners and bath sets.

- ❖ Centro de Estudios para el Desarrollo Regional (CEDER) manages a fund to which Peruvian organizations can apply for subgrants to finance development projects. CEDER awarded seven grants of between 10,000 and 20,000 dollars during the reporting year. CEDER holds orientation sessions for the staff of new organizations funded. More than 419 subgrantees have received training in cultivating quinoa and raising dairy and beef cows, alpaca and sheep. Nearly 150 individuals learned to draft plans for community development.

In addition to reporting the number of individuals trained, grantees report on the extent to which the skills and knowledge acquired are applied.

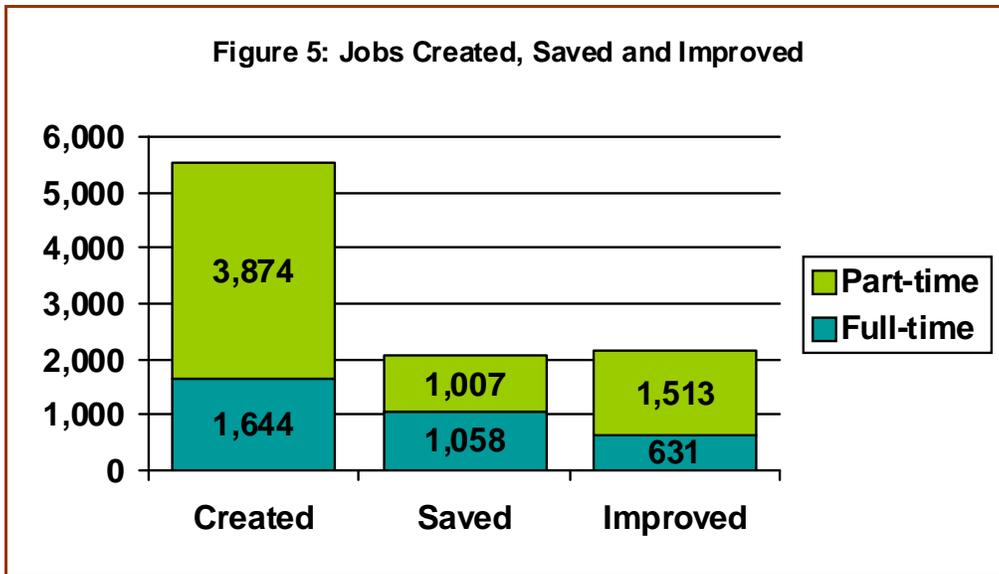
- ❖ Asociación El Balsamo works to revitalize indigo with a cooperative comprised of indigenous Salvadoran farmers. El Balsamo reported that 16 men and eight women learned to produce organic fertilizer and pesticides and apply organic farming practices, and received training in marketing and simple accounting. El Balsamo also reports on the newer indicator *Rural Environmental Preservation*, which also confirms the farmers' application of the new skills. This year the cooperative reforested more than 7000 square meters of land with fruit and other trees. Live barriers (800) were planted and walls

(1,200) were built to protect against soil erosion from excessive rain.

- ❖ Cooperativa del Sur de Cauca trained 115 additional Colombian farmers in the cultivation of organic coffee. More than 600 previously trained members are applying what they learned on their coffee and fruit farms. Another 140 farmers are applying the marketing techniques they learned.
- ❖ PROARTESANA has been training artisan groups in accounting, design, and marketing. The groups worked with clay and embroidery to produce, for example, cell phone and Blackberry holders. The grantee has taken their items to stores in the cities, but the artisans practiced their new skills in fairs and sales to local stores. Six of ten groups that attended a national fair were able to pay their way with their increased income. At that fair, groups took in almost \$400. PROARTESANA has also noted improved communication within and among groups and the interest of some women in working on community activities.

Job-Creation

Job-creation is an essential element in reducing poverty. Grantees working toward this goal often offer training and microcredit to support new and existing businesses, and to facilitate the acquisition of inputs. In fiscal 2011, 59 IAF grantees created close to 5,500 jobs and saved or improved more than 4,200 other positions.



Courtesy of FIB

- ❖ Federação de Instituições Beneficentes, whose president is a retired civil engineer, has worked for the last fifty years to develop the non-profit sector in Rio de Janeiro. There has been a jump in construction to meet 2014 World Cup and 2016 Olympics demands. This led the grantee to train women in construction skills. In fiscal 2011, training in stonemasonry, electricity and carpentry for 57 women between the ages of 18 and 45 resulted in jobs. Structures built and repaired by the trainees in satisfaction of the practicum required to graduate included day-care centers for three non-profit organizations. One trainee, a single mother who learned masonry to build her own home, now works as a stonemason for a business building residential units.
- ❖ Training in business administration and technical skills as well as credit offered by Instituto Hondureño de Desarrollo Alternativo y Sostenible



(IHDEAS), and its relationships with a variety of organizations, helped 11 young Hondurans, seven women and four men, to start new businesses. The training in cyber cafes, electric repairs and sales were all based on local interests. Due to the demand for their products and services, a few new businesses have already provided part-time jobs for five other Hondurans.

Food Production/Nutrition

In fiscal 2011, many grantees continued to invest their IAF funds in training that makes agriculture more profitable and more productive and in efforts to diversify crops and take advantage of opportunities in niche markets. This has resulted in greater yields, more income, better nutrition from a wider variety of sources and reduced risks for farmers. Two examples follow:

- ❖ Asociación Pro-Búsqueda de Niños y Niñas Desaparecidos (Pro-Búsqueda) is working with 250 Salvadorans to develop a more reliable food supply and create employment opportunities. To date, almost 50 individuals have applied their training to organic composting and to diversifying their gardens with spinach, tomatoes and carrots. Families help care for the gardens that improve their diets and generate income.

Luis González



PRO-BUSQUEDA works with Maribel Rivera, here with a harvest of scallions.

- ❖ Honduran grantee Agua Para el Pueblo (APP) focuses on developing safe water sources and installing latrines, and it is also addressing the nutrition of the Miskito Indians. Forty-one Miskito families benefitted from the introduction of vegetables such as tomatoes, cabbage and chilies in family gardens alongside traditional crops such as yucca, plantain and taro. APP introduced cultivation of Balanga palms, whose oil can be extracted and sold for use in skin and hair balms.

Housing

Grantees reported that 23 new homes built this year benefitted 141 individuals, while 363 homes were remodeled. Housing improvements can also involve connections to water and sanitation facilities. This year, more than 1,600 Hondurans benefited from access to clean water.

- ❖ Club Rotario de David works with the indigenous Ngöbe Buglé of the Chiriqui area of Panama to improve nutrition, housing, sanitation and employment opportunities. Students of vocational training provided by the grantee learned to make hybrid adobe blocks and constructed 17 homes. The blocks are light which permits easy transport throughout the Ngöbe Buglé territory. Homes are constructed with local materials and conform to tradition by, for example, including a social room. Nine of the homes were constructed by students trained in 2010, but who could not make bricks during the heavy rainy season that followed their training.
- ❖ Asociación para el Desarrollo de la Costa Atlántica “PANA PANA” reported that nearly 1,800 Nicaraguans

benefited after 325 homes were remodeled. Credit provided by the grantee through its housing fund continues to allow residents of Bilwi and Waspam on the east coast of Nicaragua to repair roofs and walls damaged during Hurricane Felix.

Health

Grantees in Ecuador and Mexico reported 322 beneficiaries received medical attention. These grantees supplement limited public services or operate where no services are yet offered.

- ❖ The Ecuadoran Ministry of Health staffed and equipped the health center SIDECO had renovated and added solar panels. Medical personnel attend to the indigenous communities near Otavalo, Imbabura on a weekly basis. In the final year of SIDECO's project, 298 patients were treated at the center. The grantee also trained traditional health workers and documented the use of natural remedies and medicinal plants. The grantee is helping beneficiaries market small pillows, filled with herbs and other plant material so they can afford to pay a small fee for the services of the clinic, and SIDECO hopes these fees will be sufficient to maintain the clinic.
- ❖ K'inal Antsetik (K'INAL) works with community groups and a textile cooperative in Chiapas, Mexico to improve not only production and management skills but also nutrition and health. K'INAL conducts training in preventive health measures, and a nurse who belongs to the cooperative made 24 referrals to physicians and dentists.

Individuals and Families: Intangible Indicators

Grantees also track 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.

- ❖ Associação Viane de Cooperação e Intercambio no Trabalho, Educação, Cultura e Saúde (AVICITECS) is introducing farmers in 21 communities of Santa Catarina, Brazil, to agro-ecology, cooperative marketing and participatory organic certification in order to raise income and self-esteem. Training sessions are open to men and women, and include a focus on integrating women more fully into the process of organic production and into community organizations. Women farmers and nascent groups take part in exchanges to form production and marketing networks. Self-esteem improved during the transition from tobacco and conventional farming to organic agroecology and food production for family consumption. In meetings, 60 men and women shared their fears, doubts and experiences with the changes and then interacted with buyers at agro-ecological fairs. The improved self-esteem and interaction is seen as necessary to help develop their networks.

- ❖ Asociación Hondureña de Juntas Administradoras de Sistemas de Agua (AHJASA) works to improve the technology and management of water systems in 30 communities of Olancho. Some of its activities are focused on improving water chlorination systems to reduce operating costs. Water-users, water boards and assemblies received administrative and technical training. As a result, 150 individuals demonstrated that they improved their self-esteem through the application and further development of skills they learned and through increased participation. Greater gender equity characterizes the boards and assemblies that govern the community water systems.

Cultural Identity

Some grantees emphasize reviving folk songs and dances or principles of organizing communities. The grantees conduct training to improve crafts that include updated products using traditional designs. The beneficiaries, who understand that they are not simply learning something new but remembering their own cultural heritage and can sell their products, gain appreciation of their own culture. The examples below demonstrate how IAF projects result in increased pride in cultural identity.

- ❖ Fundación Pehuén provides subgrants and training in six indigenous communities in the Alto Bio Bio region of Chile. One subgrantee is Commercial Production of Pehuenche Textiles. Thirty women weavers, who supply the local market and were chosen for their interest and skill, participated in two exchanges to compare their distinctive cultures, products and native plant species. These were followed by training in working with wool and native dyes.

The exchanges and exposure to ancestral techniques gave the women pride in their culture.

- ❖ Club Rotario's project in Panama's Comarca Ngöbe Buglé, discussed under Housing, includes training for 16 women from different communities who sew Ngöbe dresses and bags, and balance creativity with respect for tradition. They learned to use sewing machines and were proud to be able to sell their products and take their earnings home.

Leadership

Grantees focus on leadership skills that promote development. These include a person or group's ability to enlist the support necessary to accomplish objectives that benefit the community. Many grantees conduct leadership training, as two examples illustrate.

- ❖ To promote rural development, the Mennonite Economic Development Associates of Paraguay (MEDA) provides training and microcredit to farmers trying to access new markets. MEDA also conducts training in leadership, decision-making and negotiation. The first session of leadership training reached 45 Paraguayans, principally men involved in committees on agricultural production. Those who emerged as leaders formed new groups and encouraged other farmers to participate in activities, including project planning. The second session focused on 60 women and 40 men from community banks who learned about managing credit. One small group in San Lorenzo extended credit to entrepreneurs raising small animals and baking *chipa*, a cheesy bread, for sale.

- ❖ Fundación Red de Sobrevivientes y Personas con Discapacidad undertakes activities in three areas: economic support for the small businesses of persons with disabilities (PWD); work with hospitals in support of recent amputees; and training for PWD groups to improve operations and their members’ skills. The grantee works in all departments of El Salvador with formal associations and with informal groups that the grantee assists in filing for legal status. Seventy nine individuals who actively participated in the grantee’s training in organizing, management and leadership, are applying what they learned. They are more skilled in calling meetings; some have raised their organization’s profile with local government; and all are establishing relations with other organizations to identify projects that develop their organizations and members.

- ❖ Fundación Caja Rural San Lorenzo (CARUSALO) has been working with Nicaraguan farmers to improve harvests and market their products more efficiently. Field visits are conducted weekly and crop analyses are shared, leading beneficiaries to rate the grantee excellent in monitoring and evaluation. The grantee included farmers in discussing the sale of chilies and signed an agreement with a marketing partner. CARUSALO continues to work with more cooperatives and conducts market studies with the new groups.

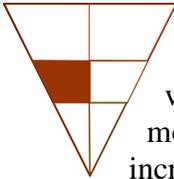
Delia Sevilla



Mercedes Gaitàn Reyes, from the community La Pita, San Lorenzo, harvests chilies.

Organizations: Tangible Indicators

Management



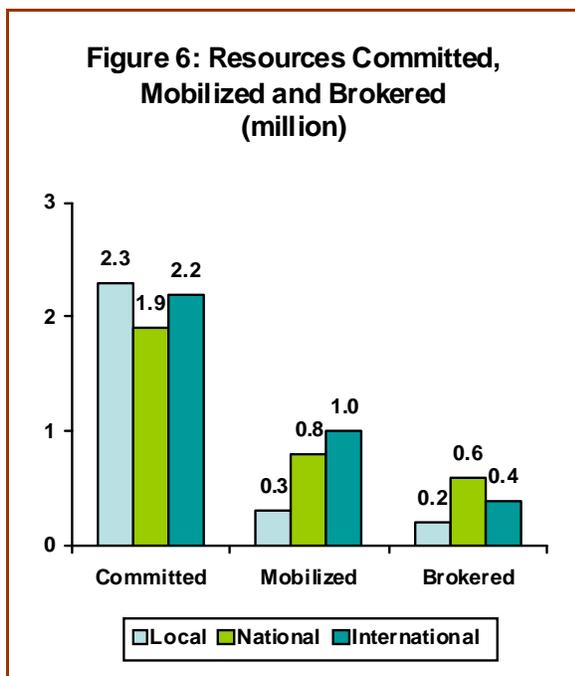
Through training, participating in exchanges with other grantees and mobilizing resources, grantees increase their capacity to manage their projects, assuring more resources are available for project activities. For example, 43 grantees reported on their efforts to improve management, including training staff, developing a plan and managing a budget, as well as monitoring and evaluating the project. These efforts are scored based on coded responses of staff, partners and beneficiaries to standardized questions on management practices. Scores ranged from 61 percent to 100 percent, the best rating. Two examples follow.

- ❖ Fundación Solidaridad (FS) brings its beneficiaries into decision- making and planning. Operating in the Argentine province of Mendoza, FS supports farmers and their families by working with Asociación Productores del Norte (APRONOR), Abriendo Horizontes, a network of rural women groups, and Cuchu Amú, a youth group. The objective is to reduce resorting to intermediaries in marketing and to diversify outlets for agricultural

products. A new marketing network is growing stronger through training and continued work together. A youth council takes part in decisions and activities, such as the development of tourism, which address migration and assists young people who want to remain in rural communities. FS holds regular meetings to review achievements and activities with each group.

Resource Leveraging

Grantees learn to increase resources for project activities through connecting with and leveraging resources from local, national or international private-sector donors. They also leverage resources from the local and central government. In 2011, IAF grantees raised \$2.7 million in cash and in kind from partners and other sources, in addition to counterpart raised to meet IAF funding requirements. Some examples follow.



❖ AZUCAR is concerned about its financial sustainability. Many donors are

willing to fund activities, but not operations and salaries. Visitors from Ecuador and abroad come to its Casa Museo, a recognized reference point for African descendants. At the beginning of the year, the European Union donated \$70,000 to AZUCAR’s program Mirada Negra. UNIFEM contributed another \$60,000 toward collaboration with a women’s network. Other international donors financed workshops and programs. AZUCAR mobilized a total of \$138,500 in cash and \$21,549 in kind, representing the contribution of the government’s Casa de Cultura Ecuatoriana and \$12,000 worth of published flyers and posters from the Municipality of Quito – FONSAL and the Consejo Provincial de Pichincha. AZUCAR more than meet its commitment to provide counterpart funding, required under its grant agreement with the IAF. Funds mobilized from external sources exceeded the original commitment by 163 percent to date. Its achievements and the recognition it enjoys should enable the grantee to move forward. AZUCAR’s staff hope to encourage more donations from Ecuadorians.

❖ Centro de Textiles Tradicionales del Cusco (CTTC) received \$40,000 from the Andean Textile Arts Foundation to continue operations. Upon completion of its project in 2011 and in spite of the economic downturn, it added \$4,347 to its contribution of counterpart. The additional funds had been donated by international visitors to its museum and distribution centers. CTTC continues to improve the quality of the dolls and traditional weavings made by its producers, including 60 young Peruvians.

- ❖ Agencia de Desarrollo Productivo-Consejo Económico Social (ADP-CES) received \$10,660 for its microcredit fund from APLP, a member-association of milk producers. The grantee brokered \$34,337 from the small-grants program of the UNDP for a new ecotourism project, that emerged from discussions between a facilitator for the grantee's course on formulating and evaluating development projects and the president of a social club located near historical ruins. Following another course, the Uruguayan Ministry of Agriculture, Livestock and Fish invested \$10,560 in a project, Paso de los Carros. ADP-CES trains groups in project design and follows up with practical applications.

Dissemination

The dissemination of practices and experience 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 2011, almost half of all IAF grantees undertook some sort of dissemination. They participated in 6,348 radio or television announcements; wrote 25 books and distributed more than 13,000 copies; and produced more than 232 pamphlets and brochures and distributed more than 81,200 copies. Examples follow.

- ❖ Asociación Civil Sin Fines de Lucro Centro de Formación Popular "Renaciendo Juntos" (CEPOREJUN), of Isla Margarita, is finalizing the construction of a community center to be used for training and for marketing crafts. The Venezuelan grantee made presentations to public and private organizations and distributed more than 100 brochures to new groups and artisan organizations that could also benefit from the sale of products in the community center. Some artisans exhibited and sold their products at a Solidarity Fair in Caracas organized by the national telephone company CANTV.

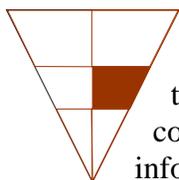
Luisa Escobar



Máxima Rodríguez, an artisan from the community Pedro González, Isla Margarita, weaves a bag from *mapire* or leaves of the datilera palm.

- ❖ Educating Paraguayans about persons with disabilities (PWD) and their rights is an important element of Fundación SARAQUI's mission. Toward this end, the grantee has focused on sensitizing journalists, editors, programmers and media owners who can help spread the message. In fiscal 2011, SARAQUI aired more than 4,400 television and radio spots as part of its campaign, "We're Equal, We're Different" to raise awareness of the rights of PWDs. The grantee also distributed more than 6,600 booklets, a monthly bulletin and a calendar. Three Paraguayan newspapers published more than 160 articles about PWD and their rights.
- ❖ Sustainable Harvest International of Belize (SHI-BZ) furthers conservation and helps Belizean farmers by promoting organic agriculture, reforestation and responsible methods of cooking. SHI-BZ advertised an upcoming organic fair in *The Belize Ag Report*, the country's only magazine on agriculture, and *The Amandala*, the most widely-circulated newspaper. During a food fair, grantee staff spoke with adults and children about the importance of healthy diets. After its assessment to determine the best ways to reach potential beneficiaries, the grantee used a variety of media. In the first year of the project it had reached and involved more than 161 farming families representing various ethnicities.

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

- ❖ Periodic meetings on progress, attended by families of students and representatives from their schools allowed Brazilian grantee Fundação Jose Lazzarini (FJL) to adapt its training.
- ❖ Sistema Comunitario para la Biodiversidad (SICOBI), an alliance of Mexican communities, supports economic development and the responsible managements of natural resources in a watershed area in southern Oaxaca. Through training, SIBOCBI staff improve their responsiveness to the priorities of the nine communities and the organization's efforts towards self-sufficiency. Residents received training and timely payments through a working capital fund for the responsible production of coffee and honey that incorporates agroforestry. In the community assemblies, SICOBI's approach has transformed members into active participants. SICOBI's distribution of radios has facilitated communication among four communities in the mountains, five communities along the coast and a collaborating agency, Formación Empresarial y Ambiental, GAIA, S.C.

Participatory Decision-Making

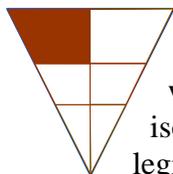
The IAF encourages grassroots support organizations to include beneficiaries in their decision-making. Examples follow:

- ❖ Grupo Ambientalista de Reciclaje Everest (GARE), which offers training

in conservation, recycling and crafting objects from recyclables, scored 96 points out of a possible 100 based on the responses of staff and beneficiaries to a standard set of questions on their inclusion in decision-making. Nine community coordinators from Maracaibo, Venezuela represent their communities at meetings with GARE to plan activities, identify needs for training or assistance and make suggestions to improve project implementation. GARE reached two additional communities in 2011. Its growth is partly due to its ability to respond to the needs and ideas of beneficiaries.

- ❖ Cooperativa Multiactiva Agropecuaria del Pacífico (COAGROPACIFICO) is developing as a cooperative and helping its members market coconuts and value-added products. Members reside in 30 river communities of Tumaco, Colombia. The grantee views participation as necessary to its resurgence, and its bylaws require annual assemblies of all the communities that it serves. The principal mechanism for participation lies in the regular meetings of the cooperative's managers. COAGROPACIFICO also scored 96 out of 100 points for participatory decision-making this year.

Communities and Societies: Tangible Indicators



Because a key component of grassroots development is work with a community, not in isolation, grantees report on legislation approved, public policies formulated on behalf of beneficiaries and the adoption of grantees' tools and practices by public and private organizations.

Wider Application of Methods and Techniques

Successful techniques or practices used by IAF grantees have sometimes been replicated or adapted by grassroots groups, nongovernmental organizations and governmental entities. These techniques or practices are sometimes new and sometimes revive a tradition. Sharing knowledge and expertise builds social capital and can make a difference in people's lives. Examples follow:

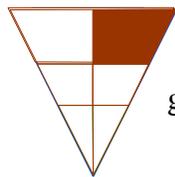
- ❖ To assist young Ecuadorians and reduce juvenile delinquency and violence in Guayaquil, the country's largest city, Corporación SER PAZ works with gangs and community members. It makes a strong effort to share lessons and new practices. The grantee worked with Ecuadorian and international organizations to spread its methodology that uses street soccer to teach young people skills for conflict resolution and working together towards goals. It submitted a proposal to collaborate with the Ministry of Justice to introduce the program in Durán, Guayas Province.
- ❖ Fundación Tierra, which was featured in last year's report regarding wider application of its three-part method to accelerate land titling, successfully shared practices. In fiscal 2011, Instituto Nacional de Reforma Agraria (INRA) entered into an agreement with the Central Agraria to title all communal land in the Viacha municipality. INRA adopted the methodology for further use. TIERRA entered into an agreement with INRA, which will train additional communities not included in the project, further applying the methodology.

Participatory Consultation

By consulting constituents, authorities learn their concerns and identify alternatives or solutions. In fiscal 2011, grantees trained individuals and local government officials to apply laws decentralizing authority that have been enacted throughout Latin America.

- ❖ Innovación y Apoyo Educativo (IAE) in Chiapas, Mexico has trained more than 600 teachers, administrators, students, parents and other community residents to discuss attendance and other issues in education and possible solutions including their greater involvement. Most beneficiaries interviewed said they always participated in school councils, and usually or always offered their opinions. Pupils have also formed student councils. The students see a role for themselves in education and have come up with plans, for example, to address poor grades. One council decided to offer a prize, such as a trip to a planetarium, for students who received good grades or improved.

Communities and Societies: Intangible Indicators



Grantees track better treatment of women, ethnic groups and the disabled.

Treatment of Vulnerable Populations

The promotion of better treatment of marginalized populations leads to greater awareness among local authorities, to new laws and to better application of existing laws.

- ❖ Venezuelan women trained by Círculos Femeninos Populares-Mérida (CFP) decided to report abuse and aggression

to appropriate agencies, and their complaints have been processed. This is significant as representatives of these agencies used to consider such reports indicative of a temporary problem for couples. Some women complained in a regional paper about a local entity that shelves complaints and ignores death threats. One agency increased its counselors to meet the demand. CFP established relations with representatives of relevant government agencies and invited them to training sessions. As a result, CFP now forms part of an inter-institutional network with the agencies.

- ❖ The goal of Fundación Pro Vivienda Social (FPVS) is to reach more communities without access to basic services. Toward this goal, it organizes residents by city block and extends low-interest loans. After working for seven years to extend gas lines to four neighborhood groups in Moreno, in Greater Buenos Aires, FPVS entered into a contract with the Unión de Vecinos en Acción (FUVA) and the Multilateral Investment Fund (FOMIN) of the Inter-American Development Bank (IDB) to begin construction that extends gas lines in neighborhoods served by FUVA.
- ❖ During its project that ended in fiscal 2011, Asociación de Desarrollo Agrícola y Microempresarial (ADAM) supported the development of community-based businesses in two departments of Guatemala. In addition to assistance with management and marketing, ADAM provided training in civic participation, with emphasis on municipal management and the participation of women. Beneficiaries traveled to El Salvador to exchange experiences with civic participation, gender equity and influencing the public sector. Grantee

efforts resulted in a new office on women in two municipalities, an office of risk management and a commission on economic development. ADAM also obtained a stall in a city fair for one women's craft business.

GRANTEE INITIATIVES AND COMMUNITY DEVELOPMENT

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

Building Coops and Community Together

LIFE provided training and a subgrant to a group in Mile Gully, Jamaica that used the funds to purchase 1,000 laying hens and build a henhouse, for which they donated labor. The Mile Gully Entrepreneurial Group (MGEG) has organized to care for the hens and coops; keep records; and gather, clean, package and sell the eggs. Applying the knowledge and skills acquired during training and starting with healthy hens has resulted in good yields. Funds provided by the Digicel Foundation, which has co-funded many of LIFE's projects, were used to build another coop. This doubled production. The work provides part-time employment for nine women and a low but steady income. The women use broken eggs for family meals and share them with the elderly. The group members made a business plan. As the hens must be replaced every 14 months, the women put aside a set amount per dozen eggs sold to cover this and other costs. To transport their eggs to sales outlets, the women intentionally rotate among three taxi drivers who help load and unload. The community is protective of the women and their facilities, as it sees the benefits of the initiative. Currently the group relies on one source for their hens, whose productivity has varied. The women have joined the Jamaica Egg Farmers Association, which gives them access to technical assistance, new hens and other producers.

Jenny Petrow



Tiffany Clark, a daughter of MGEG member Gridette Lyons, has fun feeding hens.

Multiplier Effects in a Guatemalan Community

CODECA introduced the organic cultivation of *loroco*, a vine whose flower is used daily in a variety of dishes. Because the flower is



Loroco flowers hang from vines supported by wires suspended five to six feet above the ground.

best harvested early in the morning, requires care to harvest and wilts quickly, shortening the time available between harvest and sales, participating communities had to divide labor carefully for each collection. After preparing the flowers for sale, the vines and damaged flowers are divided among the workers for their consumption. The producers sell *loroco* in the community at reduced prices. A local shop owner provides free transportation to a market in the nearby city of Mazatenango when he goes there to purchase supplies, because when the farmers make sales, they and family members are more likely to patronize his store. After visiting an IAF grantee in El Salvador, the farmers began intercropping the *loroco* vines with different food crops for their families.

Finding Even More Benefits from Working Together

Guatemalan grantee COMKADES consulted with beneficiaries as to who would receive the first cows and heifers it would distribute. The grantee built on the trust of the six organizations that form COMKADES through a series of meetings. COMKADES includes 298 families in nine Kachikel communities who had decided their first priority is a better diet for their children. When the heifer reproduces, usually within two years, the offspring is given to the grantee for distribution to a new cycle of farmers. In the meantime, the cow produces milk for the family that is learning to care for it. Some enthusiastic farmers visited other families, noticed care and health concerns to watch for and shared them with other farmers. Families are now also making cheese. Women now working together to buy materials to build sheds for the animals discovered they obtain better prices as a group, including for transport.

EXPANDING THE REACH OF THE IAF'S APPROACH: RedEAmérica



Since 2000, the IAF 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, RedEAmérica now involves 67 members in 12 countries. Through 28 cooperative agreements with individual members, the IAF has co-funded 452 subgrants. The IAF investment of \$4.8 million generated \$8.6 million from RedEAmérica partners.

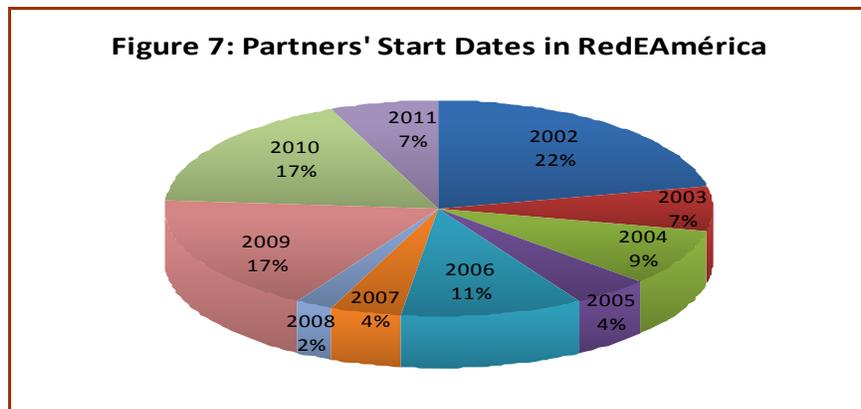
In January 2012, the IAF and RedEAmérica conducted an initial survey of members to develop a baseline for measuring performance and the investment in grassroots development since 2002. Of RedEAmérica's 67 members, 45 completed the survey, or 69 percent.

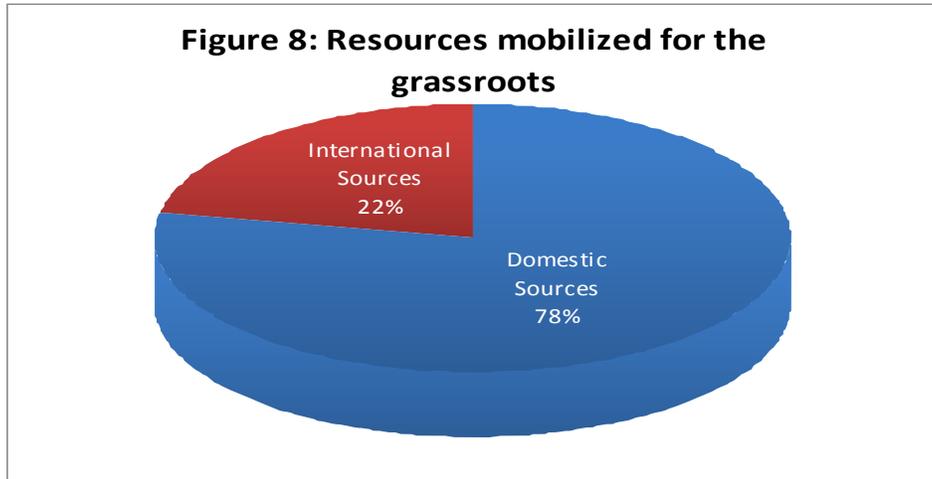
Membership

Figure 7 shows how RedEAmérica grew from its initial group of members: 70 percent of its members joined in the first two years and the last three years of the network's existence, with 30 percent joining in the intervening five years. In the early years, members concentrated on a consensus definition of grassroots development and on the development of tools and guidance for members. Later when the focus shifted to sharing grassroots theory and practices, membership increased.

Funding

A comparison of the 13 members that joined RedEAmérica in 2002 and 2003 with the 11 that joined in 2010 and 2011 revealed a difference: in their first year, the first group budgeted \$2.43 million for grassroots development and the second budgeted \$7.73 million. Overall, the survey showed members spent \$33.65 million on grassroots development in 2011. They mobilized \$17.38 million from both international and domestic donors.



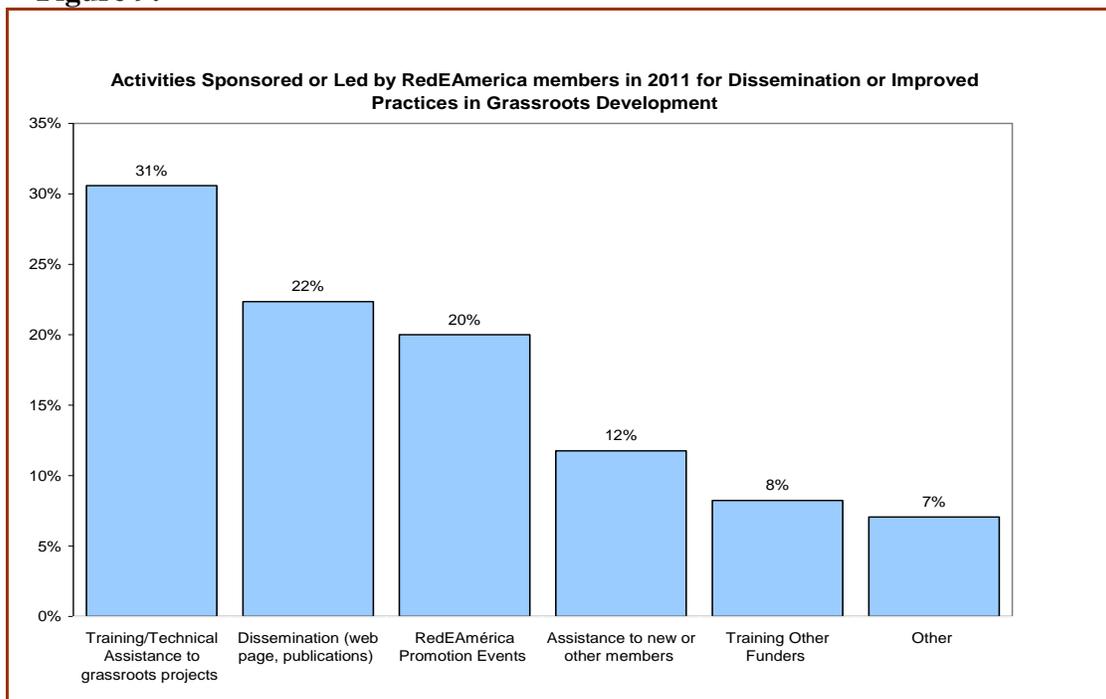


RedEAmérica Activities

Beyond its dissemination efforts and subgrants programs, RedEAmérica members offer assistance to their grantees. The survey revealed the most reported activity was technical assistance and training for grantees. More than 75 percent of the

surveyed members reported undertaking more than one type of activity. Members' subgrants reach more organizations than the IAF could normally reach and increase funding invested in a grassroots approach. RedEAmérica also shares its theory and tools with other organizations.

Figure 9:



Results

Since 2008, RedEAmérica members that are parties to cooperative agreements with the IAF have used the GDF. All report on *Relations, Resources* and *Subgrants*, and most have reported on other indicators relevant to 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.

Eight members in Argentina, Chile, Colombia and Peru reported investing \$2.13 million of their own funding and \$1.95 million from other sources in 186 subgrants that reached more than 25,000 beneficiaries.

RedEAmérica held five events to promote investment in grassroots development in Ecuador, Mexico, Paraguay, Venezuela and the Dominican Republic and conducted a workshop on local development for 65 members and non-members in Brazil.

Since the Instituto Tecnológico of Monterrey, Mexico began offering the Web-based program in 2009, 570 students from 14 countries have satisfied the requirements for the certificate in social investment. Approximately 50 percent of the students work for RedEAmérica members, and the rest work with businesses and foundations or other non-governmental organizations.

Argentina

Fundación Arcor funded 137 subgrants supporting child development and benefiting 13,356 individuals. ARCOR invested \$1.5 million of its own funds and \$1.29 million from other sources in training in civic participation and in children's sports, play and artistic development. Some trainees

learned to produce audio-visual educational aides.

Chile

Fundación Microfinanzas y Desarrollo built and equipped a library that is part of a center serving 121 youngsters who drop by to read and want to stay. They also take books home, and their parents want to learn to read so they can read to and with their children. Through this investment, 114 children and 28 mothers became literate. The school staff that supplied the books for the center feel the books are better cared for at the library. Microfinanzas invested \$9,966 of its own funds and \$19,932 from other sources. This fiscal year Microfinanzas announced its partnership with Fundación ARCOR for education and community development.

Three subgrants from Corporación Sociedad Activa (CSA) benefitted 43 mothers who use the same daycare facility. More than 260 parents participated in small-business training, and 15 of the best proposals for microenterprise were chosen for funding. The entrepreneurs received topical training and technical assistance in making soaps and creams, textiles and leather items. They used their funding to purchase materials and equipment. The three subgrants represented an investment of \$10,527 in CSA funds and \$24,865 from other sources.

Fundación Pehuén invested \$14,592 in six three-year subgrants. Its partner Fundación Chol Chol in the Alto Bio-Bio zone of western Chile trained 170 craftswomen in business, marketing and organizational skills including conflict resolution. The women work in textile production or own small businesses catering to tourists.

Colombia

Corporación Consorcio para el Desarrollo Comunitario (Consortio), which administers RedEAmérica's Colombia National Fund, added learning as an element of each subgrant and of its agreement with its partner organizations. Consortio works with other organizations to assist subgrantees. This year the Colombia National Fund awarded 14 subgrants benefiting 1,281 Colombians; funding over the last three years its subgrants benefitted 13,464 individuals. Funded organizations receive training specific to income generation, education and to the needs of communities at risk of displacement. They learn about administration, participation and the political process. The 14 subgrantees participated in planning activities that led to operational plans and in evaluation committees. Consortio can currently count on 64 organizations, 80 percent of which are local organizations, to assist subgrantees.

Asociación de Fundaciones Petroleras (AFP) funded three projects with an agricultural focus. One group of 20 families raises poultry for meat and eggs; another 20 families are beekeepers. The third subgrantee is working to improve a community radio station. The subgrantees benefit from credit and training in administration and organizing.

Corporación Transparencia por Colombia (Transparencia) is an autonomous chapter of

Transparency International that works in 90 countries to fight corruption. Transparencia awarded eight subgrants supporting "social control". The subgrantees will work with public officials and local stakeholders to develop constituent oversight of public works and budgets. One will train student representatives to access information on the municipal budget for education. Another will involve parents, students and other community members in improving the coverage and service of a municipality's fund to assist students with transportation. A third group will open an office to improve park management. One organization is training young PWDs in public policies addressing their situation and will create a municipal committee to promote awareness of PWDs and their rights. Transparencia shared proposals with partner organizations that offer subgrantees training and technical assistance.

Peru

Asociación Atocongo invested \$22,394 of its own funds in 12 subgrants and \$204,072 from other sources. It works with other agencies that help its subgrantees develop their enterprises and marketing. The subgrantees focus on income-generation and job-creation, indicators on which Atocongo reports. They learned to estimate production costs and continue to work on producing milk and cheese, burlap, ceramics, and textiles, among other items.

POST-GRANT ASSESSMENTS

Results documented in two reports per year are simply an indication of progress toward short-term goals and objectives and they can lay a foundation for sustainable solutions to community problems. To determine the longer-term impact of the IAF-funded activities on living conditions, the grantee organization and the community, in fiscal 2011, the IAF continued examining projects that had expired four or five years earlier. Findings are summarized below.

Bolivia

In 1999, the *Ayllus Originarios de Quila Quila* (Quila Quila) received a grant to build near Sucre, the constitutional capital of Bolivia, lodgings, a restaurant and a thermal bath area catering to tourists attracted by the world's largest concentration of dinosaur footprints. The aim was to support several community enterprises benefiting more than 1,600 families. But Quila Quila was more concerned with developing, *ayllus* or local councils, and a *Qhara Qhara Suyu*, or

Indian Nation. Consequently, the economic component and tourism-related activities did not progress. Nonetheless, beneficiaries expressed satisfaction with the outcome of the project: the reconstitution of their *ayllus*, headed by traditional authorities and their increased control over their ancestral territories. The grantee is proud that their *ayllus* helped organize other *markas*, or traditional indigenous townships, which led to the creation of a *Qhara Qhara Suyu*.

Brazil

Fundação Bento Rubião (FBR), a nongovernmental organization in Brazil, received a grant from the IAF in 2001 to address the need of the poor for decent housing, legal assistance with land tenure and influence on official housing policy. With its IAF funds, FBR helped residents of two communities -- Cooperativa Herbert de Souza on the west side of metropolitan Rio and Cooperativa Ipiúba, located 15 miles east of Rio -- build 63 units at an average

Miguel Cuevas



Affordable houses built by FBR in Ipiúba, located 15 miles east of Rio de Janeiro.

cost of approximately \$4,000 each. For the 63 participating families, the change has been significant. Many moved from unsanitary quarters on land to which they had no property rights to legal ownership of multi-room units with indoor plumbing.

With IAF support, FBR tested and refined its successful approach to affordable housing for the most vulnerable Brazilians, the families living in *favelas*. Application of the cooperative model elevated FBR to its current status as a key player in the movement to guarantee the right to housing (*Direito à Moradia*); FBR was invited to join the executive council of the *Fundo Nacional de Habitação de Interesse Social (FNHIS)*, which in 2011 manages \$700 million for the construction of public housing.

Ecuador

In 2002, the IAF awarded *Fundación Cooperación y Acción Comunitaria (CACMU)* a grant to improve the livelihoods of 1,000 ecuadorian women in marginal neighborhoods of Ibarra and Otavalo. CACMU provided credit, training, technical assistance and marketing services toward making the microentrepreneurs, farmers and artisans more productive.

Over the three years of the grant agreement, CACMU extended 866 loans, mostly to entrepreneurs. As a result, more than 1,400 jobs were preserved and/or improved. Of the loans extended at the end of 2010, 31 percent were invested in enterprises related to agriculture or ecotourism another 10 percent in retail businesses; and 2 percent in the production of crafts. Other loans were extended to pay for housing, education, health care and consumer goods. By December 2010, the number of loans

extended had increased to 1,969 valued at \$4 million.

Panama

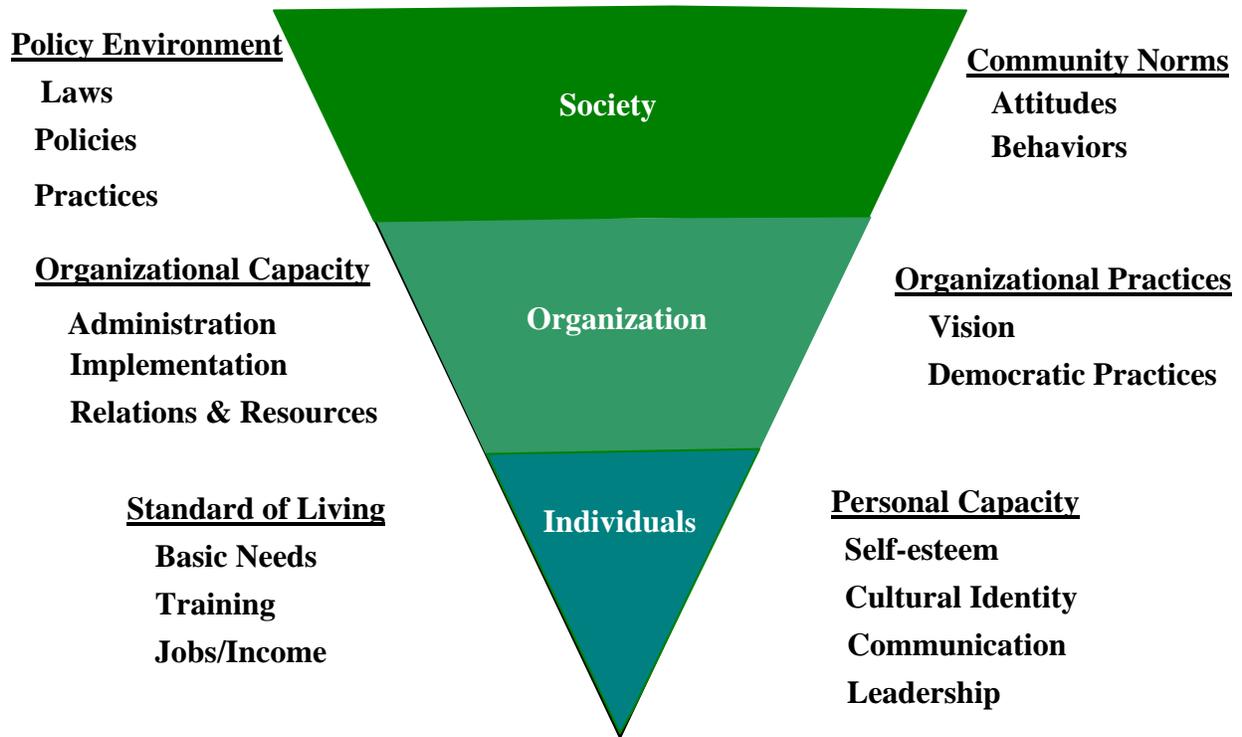
In 1999, the IAF awarded *Centro de Estudio para la Promoción del Desarrollo (PRODES)* a grant to fund a program of training and technical assistance, cultural promotion, credit and enterprise development aimed at improving the socioeconomic conditions of 1,000 low-income residents of Portobelo, Panama. PRODES created a loan program for families engaged in activities catering to tourists: crafts, agriculture, fishing and lodging. Before PRODES received its grant, these Panamanians had no access to credit and, therefore, could not start, expand or improve their businesses. By the end of the grant period in 2005, PRODES had extended 86 loans valued at \$114,362 and had created 147 jobs. PRODES was also instrumental in reviving the biennial *Festival de Diablos y Congos*, an event rich in Afro-Panamanian folklore that attracts thousands of tourists to Portobelo.

Alexis Pino



Carlos Espino poses in his costume for the Festival de Diablos y Congo in Portobelo.

APPENDIX A – GRASSROOTS DEVELOPMENT FRAMEWORK



APPENDIX B – GRANTS THROUGHOUT LATIN AMERICA *

Active Projects Reporting FY2011 Results



Inter-American Foundation
14/December/2011

* The data on the map reflects 224 grantees whose verified reports the IAF received prior to the initial due date 12/14/11. The total grew to 243 when the due date was extended to 1/4/12.

APPENDIX C – ORGANIZATIONS REFERENCED IN THIS REPORT

Acronym	Entity	Grant Number
ADAM	Asociación de Desarrollo Agrícola y Microregional	GT-285
ADP-CES	Agencia de Desarrollo Productiva – Consejo Económico Social	UR-183
AHJASA	Asociación Hondureña de Juntas Administradoras de Sistemas de Agua	HO-253
AFP	Asociación de Fundaciones Petroleras	CO-499
APP	Agua para el Pueblo	HO-248
ARCOR	Fundación Arcor	AR-332
ATOCONGO	Asociación Atocongo	PU-545
AVICITECS	Associação Vianei de Cooperação e Intercâmbio no Trabalho, Educação, Cultura e Saúde	BR-862
AZUCAR	Fundación de Desarrollo Social y Cultural Afroecuatoriana	EC-398
BALSAMO	Asociación El Balsamo	ES-238
CACMU	Fundación Cooperación y Acción Comunitaria	EC-380
CARUSALO	Fundación para el Desarrollo Económico Caja Rural San Lorenzo	NC-280
CEDER	Centro de Estudios para el Desarrollo Regional – CEDER	PU-540
CEPOREJUN	Centro de Formación Popular “Renaciendo Juntos”	VZ-200
CFP-Mérida	Círculos Femeninos Populares – Mérida	VZ-204
Club Rotario	Club Rotario de David	PN-285
COAGROPACIFICO	Cooperativa Multiactiva Agropecuaria del Pacifico Ltda	CO-519
CODECA	Comité de Desarrollo Campesino	GT-300
COMKADES	Coordinadora de Organizaciones Maya Kaqchikel de Desarrollo Equitativo y Sostenible	GT-302
Consortio	Corporación Consortio para el Desarrollo Comunitario	CO-498
COSURCA	Cooperativa del Sur de Cauca	CO-513
CSA	Corporación Sociedad Activa	CH-514
CTTC	Centro de Textiles Tradicionales del Cusco	PU-547
FBR	Fundação Bento Rubião	BR-788
FIB	Federação de Instituições Beneficentes	BR-855
FJL	Fundação Jose Lazzarini	BR-852
FPVS	Fundación Pro-Vivienda Social	AR-341
FS	Fundación Solidaridad	AR-349
GARE	Grupo Ambientalista de Reciclaje Everest	VZ-201
IAE	Innovación y Apoyo Educativo, A.C.	ME-488
IHDEAS	Instituto Hondureño para el Desarrollo Alternativo y Sostenible	HO-246
K'INAL	K'in al Antsetik, A.C.	ME-487
LIFE	Local Initiative Facility for the Environment	JA-111
MAIS	Movimiento para el auto-desarrollo Internacional de la Solidaridad	DR-341
MEDA	Mennonite Economic Development Associates del Paraguay	PY-200
Microfinanzas	Fundación Microfinanzas y Desarrollo	CH-516
PANA PANA	Asociación para el Desarrollo de la Costa Atlántica Pana Pana	NC-281
Pehuén	Fundación Pehuén	CH-511
PROARTESANA	Asociación Proartesana Panameña	PN-290
Pro-Búsqueda	Asociación Pro-Búsqueda de Niños y Niñas Desaparecidos	ES-245
Quila Quila	Ayullas Originarios de Quila Quila	BO-473
Red de Sobrevivientes	Fundación Red de Sobrevivientes y Personas con Discapacidad	ES-244
RedEAmérica	Inter-American Network of Corporate Foundations and Actions for Grassroots Development	

Acronym	Entity	Grant Number
SARAKI	Fundación Saraki	PY-196
SER PAZ	Corporación Ser Paz	EC-397
SHI-BZ	Sustainable Harvest International Belize	BE-111
SICOBÍ	La Unión de Comunidades del Sistema Comunitario para la Biodiversidad	ME-496
SIDECO	Fundación Salud Integral y Desarrollo Comunitario	EC-404
TAIGÜEY	Fundación Taigüey	DR-336
TIERRA	Fundación Taller de Iniciativas en Estudios Rurales y Reforma Agraria	BO-506
Transparencia	Corporación Transparencia por Colombia	CO-511
UCPCO	Unión de Cooperativas Agropecuarias Productoras de Café Orgánico	NC-278

Contact Information

We welcome your suggestions for improving the IAF's Grant Results Report. Please send your comments to:

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