

# Inter-American Foundation

*An Independent Agency of the U.S. Government*



**FISCAL YEAR 2010  
ANNUAL GRANT RESULTS REPORT**

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*Cover: Milton Palma (21), a member of the grassroots group JAFE (Jóvenes Activos con Futuro Emprendedor) in Santa Elena, Ecuador, learns new techniques for working with precious metals through a program for young microentrepreneurs co-funded by RedEAmérica member Fundación Nobis and the IAF.  
Photo: Erika Gallo G.*

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## EXECUTIVE SUMMARY

This report summarizes the results achieved by the 343 grantees of the Inter-American Foundation (IAF) that were active in fiscal 2010. Their work benefited more than 123,000 men and women, including African descendants, indigenous communities, 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 analyzed using the Grassroots Development Framework (GDF) which assesses development results on three levels: the individual or family, through better quality of life; the organization, through stronger grassroots groups and the local organizations that support them; and the community or society, through changing policies, practices and attitudes (Figure A). Each level includes a specific set of measurable indicators.

Figure A



Application of the GDF helps ensure that the IAF's investment results in observable progress toward community development. It allows the agency to choose projects that will have an impact and to assess their long-term benefits extending beyond the achievement of grantees' immediate objectives. Results highlights for fiscal 2010 include the following:

***At the Individual/Family Level:*** *Effective development that improves the quality of life and encourages broader participation in the development process* is measured by GDF indicators such as knowledge and skills acquired, the satisfaction of basic needs (shelter, food, health), jobs created or saved, and the inclusion of marginalized groups. As a result of the IAF's investments, grantees achieved the following:

- More than 75,000 individuals acquired knowledge and skills through training: 8,000 in agriculture; 16,200 in management; 14,000 in manufacturing; 11,000 in finance; 9,000 in environmental conservation; and 8,700 in leadership and other related areas.

- More than 15,000 individuals benefited from better health and well-being through access to medical care and sanitation services and through diversified food production. Clinics provided services to 5,790 individuals; almost 2,800 individuals gained access to clean water; and 7,300 people now have a more healthy diet.
- Approximately 8,700 new jobs were created through training, technical assistance and credit programs; 2,600 jobs were saved while pay and working conditions improved relevant to 3,200 other positions.

*At the Organizational Level: Broader engagement in democratic practices* is measured by access to information, participation in decision-making, resources mobilized and the dissemination of experiences and practices. The following resulted from the IAF's investment:

- Grantees collaborated with 375 new partners, which enabled them to mobilize additional funds and resources.
- Almost 50 percent of all grantees shared, in some form, their knowledge with beneficiaries, community partners and/or other grantees. This was accomplished by the production of resources such as pamphlets, brochures, videos and books or through face-to-face interactions.

*At the Community/Society Level: Better understanding of grassroots development* is measured by the replication of methods or practices. The following resulted from the IAF's investment:

- Grantees, nongovernmental organizations and government entities replicated successful methods and practices engaged in by IAF grantees.

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. The IAF's responsive, results-oriented approach also continues to attract new sources of support for grassroots development. In 2010, IAF grantees collaborated with 375 new partners and mobilized almost \$4 million in additional funds and resources beyond their required counterpart commitments. The results in fiscal 2010 further demonstrate the IAF's success in and ongoing commitment to promoting economic opportunity, reducing poverty and fostering civic engagement at the community level.

## ABOUT THE IAF

The Inter-American Foundation (IAF), 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 also 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 made 4,920 grants for more than \$665 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 Arlington, Virginia.

## ABOUT THIS REPORT

This is the IAF's 11<sup>th</sup> 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 report summarizes the results of the IAF's investment in 343 grantees active in 21 countries in Latin America and the Caribbean in fiscal 2010 and includes some results from fiscal 2009 as noted. It is based on data collected twice a year and forwarded to the IAF in compliance with the respective grant agreements.

The results in this report follow the Grassroots Development Framework (GDF) which measures grant results at the levels of the individual and family, the organization and the society at large. For an explanation of the GDF, see the following section.

**Figure A**



# METHODOLOGY

## What is Grassroots Development?

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.

## What is the Grassroots Development Framework?

The Grassroots Development Framework (GDF) is a practical tool consisting of a menu of 41 indicators developed to collect and assess the progress made by a diverse portfolio of grantees toward a broad array of goals. The GDF measures the more *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.

## How does it work?

The premise of the GDF is that grassroots development produces results on three levels: the individual or family, through better living conditions; the organization, through stronger grassroots groups; and the community, through successful efforts to

address policies, practices and attitudes that perpetuate poverty.

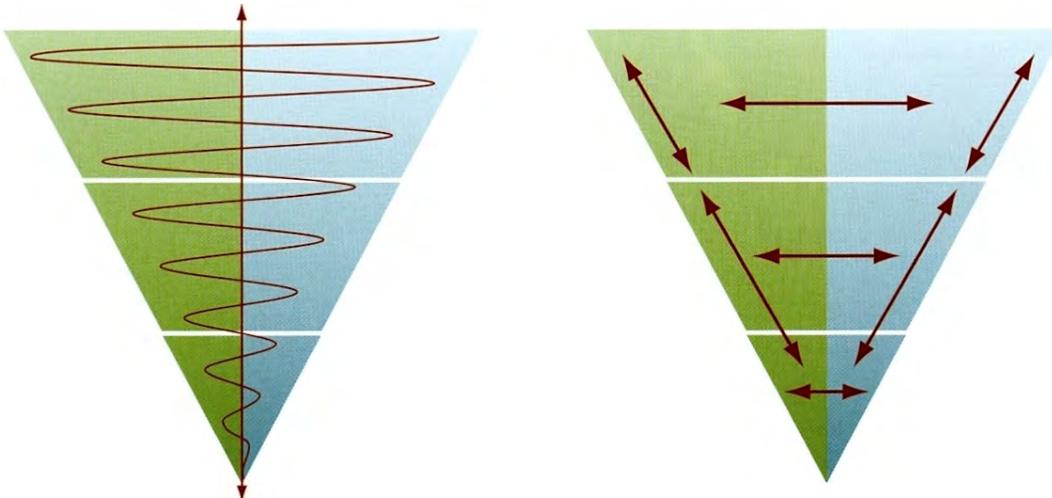
In her article “Measures to Match the Mission,” published in *Grassroots Development* 2009, Marion Ritchey-Vance, who first developed the GDF, explains how the results of grassroots development can be configured as a cone:

“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” of the cone, (see Figure A above), 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 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.”

Figure B



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.<sup>1</sup> 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 low-interest 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

<sup>1</sup> Indicators from the GDF are noted in italics.

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 or 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.

### Measuring Results

As the pioneering U.S. government agency supporting grassroots development, and for several decades the only one, the IAF is deeply committed to learning from the projects it funds. Careful documentation, therefore, is of paramount importance but requires work.

To corroborate the data reported by grantees at six-month intervals, beginning with the first disbursement, a cadre of professionals contracted in-country visits the project sites twice a

year. They verify, revise as needed and report 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 an electronic file and forwarded to the IAF

Office of Evaluation for aggregation by country and by project and for analysis and presentation to the IAF's staff and board of directors, the Office of Management and Budget, and Congressional oversight committees.

*Miguel Cuevas*



Luis González, who verifies data submitted by grantees in El Salvador, interviews a participant in a local development project in Morazán.

## GRANT PROGRAM PROFILE

In 2010, the IAF awarded 75 new grants and 46 supplements valued at \$16.8 million. The entire active portfolio reflected a total IAF investment of \$84.2 million. The average grant totaled \$245,451. The average amount of a new grant was \$182,266.

### Fiscal 2010

Program Area	Total Active Portfolio		New Grants	
	Investment	No. of Grants	Investment	No. of Grants
Agriculture/food production	\$27,477,269	102	\$5,640,398	25
Enterprise development	\$18,354,016	81	\$2,437,879	17
Education/training	\$15,332,957	72	\$3,449,645	20
Corporate social investment	\$8,350,206	27	-	-
Environment	\$5,766,205	24	\$1,475,650	9
Cultural expression	\$4,748,117	20	\$98,250	1
Health	\$1,511,199	6	\$468,220	2
Legal assistance	\$1,119,633	4	\$99,930	1
Housing	\$918,700	3	-	-
Research/dissemination	\$611,313	4	-	-
<b>TOTAL</b>	<b>\$84,189,615</b>	<b>343</b>	<b>\$13,669,972</b>	<b>75</b>

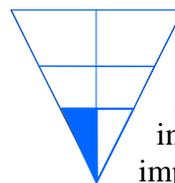
## RESULTS

The results presented in this report reflect the IAF’s mission of supporting grassroots initiatives directed at improving the quality of life of the poor. Documenting grant results, however, is not easy. 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, and subsequently generalize, findings across Latin America and the Caribbean. That said, results here are organized according to three levels of the GDF cone: individuals, organization and

society. In addition, examples of inclusion of the poor and marginalized members of society in projects funded by the IAF are highlighted separately in the section titled “Broader Participation in the Development Process.” Results from the IAF-initiated corporate network are also presented in a separate section.

### At the Individual/Family Level

#### Improving Quality of Life



Central to the achievement of IAF’s primary strategic goal are grants funding initiatives that promise to improve the quality of life as measured by objective indicators such as

job-creation, better housing and nutrition, access to water and health care services, training and technology directed at developing micro- and small enterprises and making agriculture more productive. (For a detailed illustration of the six quadrants in the GDF cone, see Appendix A.)

## Job-Creation

Job-creation is an essential element in reducing poverty. Grantees working toward this goal often include in their projects training and a microcredit component to fund new businesses, expand existing businesses and facilitate the acquisition of inputs. In fiscal 2010, IAF grantees created more than 8,700 jobs and saved or improved over 5,800 other positions. In fiscal 2009, they created approximately 4,460 jobs and saved or improved more than 15,500.

Examples follow:

- ❖ Associação dos Artesãos de Imperatriz (ASSARI) created close to 180 jobs in handicraft production in Imperatriz, in northeastern Brazil during 2010. ASSARI trained new artisans to use raw materials in a sustainable manner, diversify their products and market them. Approximately 80 artisans applied their training to selling their handicrafts at the Artisans' Center. ASSARI is extending small loans through its new revolving fund and is helping its members develop new brands and products.
- ❖ Centro de Educación Vocacional Grupo Juvenil Dion (GJD) provides training in electrical repair and installation, woodworking, hair-salon services, sewing, baking and computer skills to young people in Tegucigalpa, Honduras, who have little academic preparation and are often from families headed by single mothers with limited resources. GJD
- ❖ also offers its graduates credit toward starting microbusinesses. In 2010, 248 students in business development drafted 64 business plans; 38 students obtained loans, averaging \$479, to open beauty salons, bakeries and dressmaking shops; 40 others found employment in Tegucigalpa. During the first two years of the grant period, graduates launched 73 microenterprises, thanks to such microloans. Zulema Reyes, for example, borrowed \$1,300 to equip and supply her bakery. The average loan to entrepreneurs offering services was \$595; loans to manufacturers averaged \$335. Almost half of the loans awarded were invested in new beauty salons. Ana Patricia López launched her own salon with a loan from GJD and is now making about \$400 a month, more than the Honduran government pays its physicians. Ms. López is also an instructor in GJD's traveling workshops.
- ❖ Asociación de Productores de Piña de El Salvador (APPES) concluded its project to increase the income of farmers in Santa María Ostuma through the introduction of hybrid and traditional pineapple varieties, development of a fruit-processing unit and marketing assistance. APPES used demonstration plots to train 78 farmers in new techniques for growing the MD-2 pineapple variety. Before APPES's intervention, pineapple production in the region had declined because production costs exceeded revenues. The MD-2 variety produces higher yields that offset costs. Production soared from 5,000 plants (MD-2 variety) at the outset of the project to 562,500 plants. Because the MD-2 variety is sweeter than conventional varieties and has more ascorbic acid, it commands a higher price. Growers' income doubled from

Luis González



Osiel Canales learned about the MD-2 pineapple variety from APPES.

\$500 to \$1,000 per harvest. As cultivation surged, so did the need for labor. Over the course of the project, growers hired 75 seasonal workers to help with planting, fertilizing, weeding and harvesting. APPES extended the growers \$110,000 in loans. Additionally, it trained 25 women in processing.

### Food Production/Nutrition

In fiscal 2010, a substantial portion of grantees continued to invest their IAF funds in making agriculture more profitable and more productive through training in new farming techniques, efforts to diversify crops and initiatives to take advantage of opportunities in niche markets. Examples follow:

- ❖ Consultora en Servicios de Desarrollo Rural y Agricultura Ecológica (ECOTOP) is assisting farmers establish a diversified food production system which include cacao, medicinal plants, bananas, pineapples, yucca, mango, citrus fruits and fruits indigenous to the Alto Beni region in Bolivia. ECOTOP is also constructing 40 enclosures for family-based swine raising as a

complementary activity to provide meat for home consumption. As a result of the introduction of new crops, 120 families, or approximately 470 persons including 164 children under the age of 15, improved their diet.

- ❖ Fundación Suiza de Cooperación para el Desarrollo Técnico (SWISSCONTACT) is working with 800 farmers in one of the poorest regions of Bolivia, the southern *altiplano*, to improve their organic production of quinoa, amaranth and canahua and the marketing of these Andean grains. In two years, SWISSCONTACT trained 670 farmers in soil preparation and fertilization, planting methods, pest management, and harvest and post-harvest techniques. In fiscal 2010 alone, the grantee trained 137 farmers, more than a third of whom are women. As a result of the training and technical assistance, 72 farmers satisfied the requirements for certification of their crops as organic, ensuring that SWISSCONTACT's client, the Irupana Andean Organic Food Company, would pay a 52 percent premium for their production.

### Training

- ❖ More than 600 Hondurans benefitted from GJD's training in fiscal 2010, including 140 of the students' parents. Trainees are already applying their new skills. Of the 35 young women who learned to sew, 30 are employed. All 25 young men enrolled in the cabinet-making workshops have jobs. Seventy trained beauticians are currently working as professional hair stylists.
- ❖ Coordinadora de Mujeres del Cibao (CMC) in the Dominican Republic is training women of African descent from

13 member-associations to design and undertake development projects by identifying and prioritizing community needs. In fiscal 2010, 121 women learned to draft proposals to present to the municipal and provincial government for funding. The foundation for CMC's project was two laws passed in 2007, providing for civil society participation in municipal governance and mandating participatory budgeting system for municipal budgets, provide. Compliance with both laws requires the active participation of Dominicans who are aware of their rights and obligations.

- ❖ IAF grantee Servicios Múltiples de Tecnologías Apropriadas (SEMTA) works to increase the productivity of Bolivian Aymara families who raise livestock and to reverse environmental degradation from uncontrolled grazing, particularly by sheep. SEMTA's training has enabled more than 400 farmers to construct 56 reservoirs that provide water for livestock and irrigation and to recover pastures by fencing designated areas and planting oats and barley seeds that SEMTA provides. Within five to six years, activities should significantly impact the income of families that are barely subsisting from their current production of quinoa, llamas and sheep.

## Housing

The IAF is committed to helping improve the lives of low-income families through bettering their housing conditions. Asociación Civil "Una Casa un Sueño" (UCUS) used its IAF grant to provide training in home construction and set up a subgrant fund to finance urban agriculture activities for approximately 85 low-income residents in Villa del Chanco, one of Montevideo's poorest neighborhoods. In

fiscal 2010, these Uruguayans built 25 new homes with running water and electricity, making life better for families who had previously improvised shelter, using cardboard and tin, near the open dump where they collected recyclables for income.

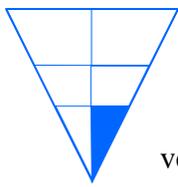
## Health

- ❖ Asociación de Salud y Desarrollo Rxiin Tnamet (RXIIN) reaches some 7,000 Guatemalans, mostly indigenous women and young children, with its program of preventive measures, medical treatment, education and community organization. RXIIN's cadre of trained volunteers works to reduce infant mortality due to diarrhea and respiratory diseases. In fiscal 2009, RXIIN provided 10,524 consultations. In 2010, it treated more than 5,500 patients in its three clinics, including more than 50 infants, young children and pregnant women who were inoculated with the DPT vaccine and against tetanus; and it trained 122 indigenous midwives and other women volunteers in preventive measures, nutrition and prenatal care. A separate campaign undertaken in partnership with the Ministry of Health resulted in the vaccination of almost 400 pregnant women.
- ❖ Asociación de Servicios Comunitarios de Salud (ASECSA) is working to improve living conditions and access to health care for 1,140 indigenous Guatemalans in eight municipalities of Baja Verapaz. It is providing technical assistance and advice to community-based organizations and supporting sustainable agricultural initiatives. ASECSA began by conducting in-depth studies of these community health organizations to determine their needs. In addition to developing skills in

management, ASECSA's training focuses on health care and disaster mitigation. In 2010, its radio announcements in Spanish, Achi and Qeqchí discussed disaster preparedness. One municipality developed a response plan, and its mayor created commissions on which individuals from the organizations will serve. More than 200 health workers and midwives built latrines, applying what they had learned in a series of training sessions, and shared knowledge on their use and care with their families and other members of their organizations.

and their families. As part of the credit program, ADELANTE is offering borrowers the opportunity to acquire a variety of life skills through educational programs that concentrate on business, health and family issues. In fiscal 2010, ADELANTE loaned \$181,000 to 192 solidarity groups for enterprise development and trained more than 1,000 women in topics such as bookkeeping, financial management and family health. As a result, the self-esteem of close to 700 women has improved as reported by the grantee and corroborated by the IAF data verifier.

## Improving Personal Capacity



Grassroots development includes intangible gains that can be observed, inferred and reliably verified, if not directly measured. At the individual or family level, the IAF, through its data verifiers, collects data on self-esteem, cultural identity, sense of belonging, creativity, communication and leadership. This widens the lens through which grant impact is viewed.

### Self-esteem

Personal recognition of self-worth and human dignity and a sense of potential are attributes of self-esteem, which plays a key role in development. Most IAF-supported activities affect the self-esteem of the beneficiaries targeted. Two examples follow:

- ❖ Fundación ADELANTE is offering credit, training, and technical assistance to help Honduran women develop business and leadership skills and to improve the standard of living of women

- ❖ Círculos Femeninos Populares–Mérida (CFP-Mérida) is raising awareness of the impact of violence against Venezuelan women and youths in communities in the states of Mérida and Barinas. The grantee is recruiting residents and training them to become leaders and also trainers in their own right. In fiscal 2010, 244 individuals (85 percent of whom are women) participated in sessions to review state and national laws including *The Law Against Violence Against Women and Families* and other legislation related to domestic violence, as well as in visits to agencies responsible for protecting the rights of women and families. Participation in sessions on effective communication and self-esteem, enabled the trainees to facilitate workshops in their communities and identify resources and tools to improve the lives of women, youths and families.

### Cultural Identity

IAF funding created opportunities for African descendants, indigenous peoples, persons with disabilities, women and young people during fiscal 2009 and 2010.

Especially for African-descendent and indigenous communities, a strong sense of cultural identity can contribute to an awareness of rights, economic possibilities and the value of traditions.

- ❖ Fundación de Desarrollo Social y Cultural Afroecuatoriana “Azúcar” undertook the recordation of oral history gleaned from research on Ecuadorians of African descent. Azúcar’s instructors use the document to teach about Afro-Ecuadorian ethnicity history and culture. AZUCAR showcases Afro-Ecuadorian dances and other forms of cultural expression and organizes fairs and other venues. In fiscal 2010, 122 young adults and children from the outskirts of Quito participated in workshops directed at reviving traditional Afroecuatorian music and dances and communicating an understanding of their identity. Its fundraising to cover the costs associated with its museum, dance school and other activities resulted in a donation of fabric for costumes from the city of Quito and \$9,000 from the Ministry of Coordination of the National Heritage to support “More Women’s Faces,” a campaign conducted by African descendent women to generate recommendations on incorporating women in public policies on multiculturalism.

AZUCAR has drafted a proposal on intercultural pedagogy and distributed it to government ministries, cultural centers and a university. The proposal, called “Rights, Memory and Identity,” shares information on the multicultural character of Ecuador and includes teaching materials. Since the grant was awarded, close to 500 adolescents and young adults have participated in various events ranging from workshops on

leadership to displays of traditional Afro-Latino music and dances. Azúcar’s training for 30 women has enabled them to sew costumes for the dancers.

- ❖ Fundación Museo de la Palabra y el Imagen (MUPI) gives Salvadoran students from elementary schools through university the opportunity to develop their awareness of culture and history through visits to MUPI’s museum and the library. With the assistance of a professor from a teaching college, students discuss current history, which they believe will help them become better teachers and citizens. Many visitors would like to see the museum publicized and programs reach beyond the capital. The grantee is working to become self-supporting through magazine and book sales. It shares its films and other materials on Salvadoran culture and history with other educational organizations, the Ministries of Education and Culture and with embassies.

## Leadership

- ❖ In Chiapas, Mexico Innovación y Apoyo Educativo (IAE) is improving the quality of public education by training parents, students, educators and other community residents in leadership, cultural identity, access to education, conflict resolution, communication and civic participation. The grantee’s goals are (1) more transparency and efficiency in the use of municipal funds for education and (2) the development of a norm for participation in decisions on local development. Since receiving its first disbursement in 2008, IAE has trained 470 individuals. In 2010 alone, 277 participants, including 42 new students, were trained in conflict resolution, their

right to an education and in civic participation.

- ❖ Near the city of Tumaco in the department of Nariño, Colombia, the Corporación Asesorías para el Desarrollo (ASDES) has trained 100 leaders in the rights of African descendants under the Colombian Constitution and international treaties, and in natural resource management. Its goal is to strengthen governance in the territories granted to African descendants in the 1990s by improving the effectiveness of community-based leadership councils in participating territories and by strengthening cultural identity and democratic practices. In fiscal 2010, ASDES' workshops for 140 African descendants addressed issues of denial, visibility, ethnic pride and access to justice and covered Afro-Colombian history.

## At the Organizational Level

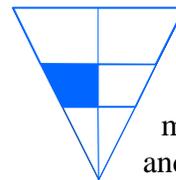
### More Resources for Grassroots Development

This section looks into the effectiveness of grantees in leveraging resources to expand the scope of their work beyond the beneficiaries originally envisioned in the IAF's grant agreement and to continue their activities once IAF funding ends.

### Resources Mobilized and Brokered

Proven strategies for assuring the multiplier effect of the IAF's investment in grassroots development include the requirement of contributions of counterpart funding from grantees and encouragement to mobilize and broker resources through partnerships with local government and businesses. *Resources mobilized* are financial, material or human

resources marshaled by the grantee from international, domestic or local sources, private and public, to support the organization and/or its projects. *Resources brokered* are secured by the grantee for its beneficiaries and are channeled directly to them, bypassing the grantee.



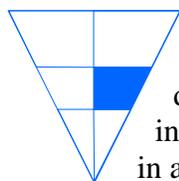
In fiscal 2010, IAF grantees raised \$3.7 million (\$2.3 million in cash and \$1.4 million in kind) from partners and other sources. This amount is over and above the \$4.4 million contributed in fiscal 2010 by these grantees, their partners and others as part of their commitment for receiving IAF funding. Examples follow:

- ❖ Fundación Pro Vivienda Social (FPVS) in Argentina received \$126,000, the first disbursement by the Multilateral Investment Fund (FOMIN) of the Inter-American Development Bank (IDB) from a \$3.6 million fund expected to benefit more than 7,000 low-income households in Buenos Aires through connection to natural gas. FPVS also received \$140,000 from the Ford Foundation, \$126,900 from Banco Supervielle and \$69,500 from Subsecretaría de Planeamiento Urbano y Vivienda de la Nación. Its volunteers' donation of time and labor is valued at \$19,000. Homes not connected to natural gas rely on propane cylinders at substantially more expense.
- ❖ In fiscal 2010, Base Educación, Comunicación y Tecnología Alternativa (BASE ECTA) awarded 17 subgrants worth \$92,000 to Paraguayan grassroots groups for development projects during fiscal 2010. Subgrantees included Organización Nacional de Aborígenes Independientes (ONAI), which trained

140 individuals in indigenous rights, and Mesa Coordinadora Nacional de Organizaciones Campesinas (MCNOC), which trained 300 individuals from 14 departments in leadership. BASE ECTA mobilized \$80,000 from ICCO, a Dutch inter-church organization for development cooperation, and \$20,000 from the Development and Peace Foundation, a German organization.

- ❖ The goal of IAF grantee Xanvil is to work with 400 indigenous Mexicans from five communities in the Usumacinta watershed in eastern Chiapas to further enterprise development and conservation by reintroducing native bamboo. Xanvil received \$8,200 from the China National Bamboo Research Center to cover travel expenses to China where a member of its staff attended a bamboo workshop and fair. Xanvil also received \$2,500 worth of instruction manuals on the topic of endangered species from The Nature Conservancy. The Instituto Nacional de Desarrollo Social provided \$27,000 for bamboo seedlings, office equipment and salaries. Since receiving its first disbursement in 2009, Xanvil has trained 254 individuals in the cultivation of bamboo, its environmental benefits and its use in construction, handicrafts and furniture.

## Broader Engagement in Democratic Practices



In support of the IAF's mandate to encourage the development of democratic institutions, a key consideration in all awards is the degree to which such practices are evident in proponent organizations. Access to information helps people in the organization

or affected by its activities make informed decisions on the definition of their priorities, on the use of resources and on the equitable distribution of benefits.

## Access to Information

To participate more fully in the decisions that affect their lives, individuals need complete, reliable information. The IAF encourages grantees to provide clear information on policies, programs and finances. Three examples follow:

- ❖ Servicios Ambientales de Oaxaca (SAO) in México organizes a series of events addressing ecosystems, environmental services, internal control systems and other topics, attended by local officials and residents of the communities it serves. SAO shares information on the sale of carbon captured and, through meetings in 10 communities, solicits feedback on the distribution of the proceeds from the sales.
- ❖ FPVS received a high mark for transparency when dealing with staff and residents of the low-income districts of greater Buenos Aires that it serves. FPVS conducts regular meetings to share plans and budget information with staff, community organizers and representatives of the municipality and other public-sector entities.
- ❖ Cámara Artesanal de Esmeraldas (CADE) is working with 450 artists in northwestern Esmeraldas province to improve the production and sale of Afro-Ecuadorian arts and crafts. CADE provides artisans access to audit reports and discusses with them the terms of its grant agreement. Its staff meets regularly with artisan groups to discuss the budget and disbursements.

## Participatory Decision-Making

The IAF grantees are expected to include their beneficiaries in decisions. Examples follow:

- ❖ FPVS is helping low-income Argentines improve their living conditions by organizing them at the block level, identifying priorities for infrastructure and utility services, and offering loans to fund the priorities. In addition to canvassing residents for their priorities, it is organizing focus groups and interviewing representatives of businesses as well as municipal officials and community organizers. In collaboration with a neighborhood group, Unión por los Vecinos (UPV), FPVS has organized residents and offers them loans that made possible connection to the gas line, benefiting 285 residents in fiscal 2010.



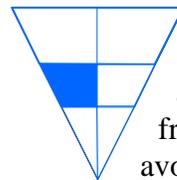
- ❖ Every week, the project coordinator, association directors and members of the Associação Produtiva do Assentamento do Engenho Serra D'Água (APAESD) in Pernambuco, in the Brazilian northeast, meet to discuss programmatic and monitoring issues. Members also meet

periodically to discuss and vote on proposals and plans. The association is trying to increase employment opportunities and income through diversified agriculture and agroprocessing.

- ❖ Fundación Tierra Viva (FTV) in Venezuela holds regular staff meetings to discuss advances and adjustments. It consults the cacao farmers it serves, discussing strategies and setting training dates, and communicates project results to cooperating organizations and businesses. Sharing has led to complementary funding for training and work toward organic certification of the crop.

## Sharing Knowledge

### Dissemination of Experiences and Practices



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 2009 and 2010, almost half of all IAF grantees undertook some sort of dissemination. They participated in approximately 800 radio or television interviews; wrote 32 books and distributed more than 12,200 copies; and produced more than 4,700 pamphlets and brochures and distributed more than 190,000 copies. Examples follow.

- ❖ Dissemination is vital to the work of Organización de Desarrollo Étnico Comunitario (ODECO) in Honduras.

The grantee broadcasts a weekly radio program in two cities in order to reach communities of African descendants with information on training for leaders and opportunities for their involvement in planning on a local, regional and national scale. African descendants in Guatemala and Nicaragua can attend the training. To reach a wider audience, ODECO posted 10 press releases, or NOTI-ODECO, via the Internet in fiscal 2009 and 15 in 2010. ODECO gave 25 presentations on its achievements in forums in Honduras, Guatemala, Nicaragua and the United States.

*Rony Corvera*



Osbaldo Rosas Rodriguez, an Asháninka community leader and CIAMB's project coordinator, is responsible for broadcasting CIAMB's radio programs.

- ❖ Comunidad Nativa Marankiari Bajo (CIAMB) is conducting training in harvesting, processing and marketing crops in eight Asháninka communities in the department of Junin, Peru, and is offering related technical assistance. Its licensed FM radio transmitter broadcasts programs on training topics and

interviews with local government and NGO leaders, and publicizes local cultural events to stimulate agriculture and tourism. CIAMB is participating in agricultural, handicraft and tourist fairs as part of its dissemination campaign. In fiscal 2010, these included two in Lima and one in Perené, on the eastern slopes of the Andes.

- ❖ The recycling program of Grupo Ambientalista de Reciclaje Everest (GARE) reaches nine low-income communities on the outskirts of Maracaibo, Venezuela. GARE works to raise environmental awareness, promote civic participation and improve the quality of life. It uses several routes to collect recyclable materials from businesses and homes and haul the loads to a processing center where adolescent and adult volunteers separate, classify and bundle paper, cardboard and plastic to sell. Between March and September 2010, GARE saved approximately 1,600 trees by collecting more than 100 tons of recyclable materials, of which 93 percent was paper and cardboard. GARE shared its work at an event organized by the U.S. Embassy at a local university to raise awareness of the program and related activities. Through two radio stations and a newspaper, GARE communicates the merits of the program and informs the public of its routes. In collaboration with Rafael Belloso Chacin University (URBE), GARE trained 40 students expected to help design an environmental awareness campaign.

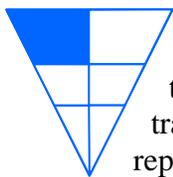


GARE operates several routes to collect recyclable materials from businesses and homes in communities on the outskirts of Maracaibo, Venezuela.

## At the Community/Society Level

### Better Understanding of Grassroots Development

#### Wider Application of Methods and Techniques



As successfully applied by IAF grantees, approaches, techniques or practices, new or traditional, have sometimes been replicated or adapted. In fiscal 2009 and 2010, grassroots groups, nongovernmental organizations and government entities replicated methods or practices. Sharing knowledge and expertise builds social capital and can make a positive

difference in someone else's life. Examples follow:

- ❖ World Vision, Investigación Social y Asesoramiento Legal (ISALP) and the Bolivian government's Vale Project are among the entities working in the Challapata region that have adopted practices related to animal health and also textile-production methods and dyeing techniques that had been used by Instituto de Lengua y Cultura Aymara (ILCA). ILCA's recovery of traditional textile designs is revitalizing the microregion's cultural patrimony and helps low-income weavers exploit the growing tourist market.

- ❖ Fundación Tierra uses a combination of community meetings, training in conflict resolution and GPS mapping to accelerate land titling and the consolidation of fragmented holdings. Once the community agrees on the legitimate title to a parcel, the grantee helps residents prepare and present the required documentation to the Bolivian government. Confederación de Trabajadores Campesinos de La Paz, a regional body, has adopted this methodology in affiliated communities as has CARITAS, the Catholic organization providing relief and development assistance.
- ❖ Fundación Nación de Paz “Padre Maezo” is adopting the conflict-resolution methodology developed by IAF grantee SER PAZ in Guayaquil for use with gang members in Esmeraldas, Ecuador. SER PAZ’s training for staff from the Codesarrollo Cañar project was funded by the Agencia Española de Cooperación Internacional, which is also applying the methodology.

## At All Levels

### Broader Participation in the Development Process

IAF funding created opportunities for African descendants, indigenous peoples, persons with disabilities, women and young people during fiscal 2009 and 2010.

#### African Descendants

African descendants, who total 150 million out of 550 million inhabitants of Latin America and the Caribbean, are among the

poorest and most marginalized citizens of this hemisphere. Increasingly they are organizing to improve conditions. Below are some results of their efforts.

- ❖ Fundación para el Desarrollo de Alternativas Comunitarias de Conservación del Trópico (ALTROPICO) is working with 10 small community-run businesses in the provinces of Esmeraldas and Carchi, Ecuador, to increase income and reduce dependency on exploitive lenders by strengthening community banks. Since receiving its first disbursement ALTROPICO has trained more than 100 Afro-Ecuadorians, representing 30 community banks (nine in Esmeraldas and 21 in Carchi), in financial management, basic accounting and the importance of credit and savings. The community banks have extended 350 microloans worth \$16,500; almost 91 percent of the loans have been invested in agricultural inputs, such as seeds and fertilizers.
- ❖ Fundación Proyecto Paria (FPP) is helping Venezuelan cacao producers, mostly of African descent, form an association capable of bypassing intermediaries and directly marketing their cacao for export. FPP is also working to raise income through training and technical assistance in organic farming methods that should lead to certification. Currently, 85 farmers are applying the organic methods. Through processing the cacao themselves and direct sales, they increased the return on their product from \$4.65 per kilo to \$6.05 per kilo. In August 2010, their new Asociación Civil Productores de Cacao de Paria held its first meeting.

## Indigenous Peoples

Since its founding, the IAF has funded the initiatives of indigenous groups and the organizations that support their struggle with exclusion, inequality and poverty. Examples follow:

- ❖ In six communities along the Orinoco River in eastern Colombia, Fundación para el Etnodesarrollo de los Llanos Orientales de Colombia (ETNOLLANO) is training men and women from the indigenous territories in craft production and marketing. The grantee works with an Amazonian network of indigenous Colombians and through the Regional Organization of the Indigenous People of the Lower Orinoco. Training covers the design, production and sale of crafts such as baskets and ceramics. Sixty artisans are already applying the knowledge acquired. In three of the six communities in which it works, ETNOLLANO also offers training in organizational development to improve production chains and to access new markets. The grantee's goal is to recover traditional values, symbolism and crafts so that they can be passed on to new generations.

*Manuel Guillermo González*



Handicrafts fashioned by indigenous women participating in ETNOLLANO's project in eastern Colombia.

- ❖ In Peru, Pacocha y Derivados (PACOCHA), a business owned by 18 indigenous communities located in the Moquegua and Puno regions of Peru, is preparing nearly 140 indigenous artisans for jobs designing, producing and selling alpaca sweaters, scarves, gloves and caps in Peruvian and international markets. PACOCHA's training in knitting and weaving skills is helping another 260 herder families benefit from the increased demand for alpaca fiber. Life is harsh for these families who live at more than 4,000 meters (13,050 feet) above sea level, and their income from herding averages less than a dollar per day. PACOCHA is distinguishable from other indigenous-owned enterprises because it assumes the responsibility for training and assistance with marketing. All of the artisans are women who have had few opportunities to improve their skills. During 2010 alone, 39 jobs were created when PACOCHA agreed to provide 1,700 sweaters for school children under a contract with Fondo de Cooperación para el Desarrollo Social (FONCODES), a government-sponsored program to further development and reduce poverty.

## Women

The IAF is committed to funding projects that improve the lives of women, especially those that include women in planning and in leadership roles. Examples from Brazil follow:

- ❖ Instituto Realice (IR) is working in Rio de Janeiro with small groups of women of African descent who craft bags and home décor from fabric, recycled paper and other materials. Through the grantee's network, Rede Asta, which was organized by two women

entrepreneurs, both Ashoka Fellows, the groups have improved their products and sales. The project has also benefitted the women who sell through personal contact and catalogs that feature the craftswomen. IR is beginning to reach other markets via the Internet. During the first year of the project, 680 producers participated and the number of saleswomen rose from 75 to 167. IR created a working-capital fund from which to pay producers upon delivery, to pay suppliers and other business expenses, and to purchase capital items. In fiscal 2010, IR extended eight loans valued at \$20,000 to producer groups who used the funds to purchase supplies.

- ❖ **Federação das Indústrias do Estado do Rio de Janeiro (FIRJAN)** awards funding to groups undertaking innovative development projects and encourages companies to become socially engaged by matching the funds. Through FIRJAN's subgrant to **Feminine Inclusion in São Sebastião**, 56 young women received training that enabled them to work in restaurants and beauty salons in a new shopping center. A subgrant to **From the Street to the World** enabled 16 adolescents to acquire marketable skills in health care, gardening and gastronomy.

### **Persons with Disabilities**

The IAF continues to support the efforts of people with disabilities to participate in all aspects of civic and economic life. Examples follow:

- ❖ **Fundación SARA**KI is working with **Coordinadora Nacional por la Promoción de los Derechos de las Personas Con Discapacidad** to provide training to 900 representatives of

disability-rights organizations in Paraguay, enabling them to more effectively serve persons with disabilities (PWD). During the first six months of its grant, SARA K I raised funds from Itaipu Binational, the huge hydroelectric power company, for its high school program, **Values on the Table**. In fiscal 2010, SARA K I mobilized more than \$100,000. In an effort to shift the focus away from charity for PWD, the three-part training covers human rights and the law, specific issues PWD face and planning projects that improve the quality of life for marginalized groups, particularly PWD. SARA K I manages a small fund for pilot projects. It provides technical assistance and organizes workshops for small community organizations in six major cities of Paraguay so they can assess their strengths and weaknesses and organize their work.

*Luis González*



**Juan Carlos Melgar, who raises poultry in Chalatenango, El Salvador, shows the coop he built with funds from Rede de Sobrevivientes.**

- ❖ **Asociación Pro Derechos Humanos (APRODEH)** trained more than 1,000 mentally disabled Peruvians and one family member in the judicial process, disability rights, leadership and

organizational management. On World Human Rights Day and International Women's Day, APRODEH broadcast radio interviews with women with psychiatric handicaps on the abuse women with handicaps face and on the role of women in households with PWD. The grantee encountered difficulties maintaining participation and with expectations of charity. Nonetheless, it reached twice the individuals originally estimated and will focus on further strengthening organizations of mentally disabled persons so they can join APRODEH in addressing the inclusion of Peruvians with psychiatric disabilities in the decentralization process.

## Youth

IAF funding has enabled young people to become full and active partners in the development process. Examples from El Salvador follow:

- ❖ Fundación para el Desarrollo Juvenil (FDJ) is engaging Salvadoran adolescents from three municipalities in the departments of Cuscatlán and San Salvador in activities that involve them in the civic and economic life of their communities. The project is developing the leadership and technical skills of young adults from violent neighborhoods by expanding small-livestock production and microbusinesses and improving nutrition and living conditions for them and their families. Since receiving its first disbursement, FDJ has trained close to 200 young people in animal husbandry; 40 have applied knowledge acquired to raising rabbits and Cornish hens, which improves nutrition and generates income.

- ❖ Centro Arte para la Paz (CAP) in Suchitoto, El Salvador, operates a community museum. It is using IAF funds to expand and to offer young adults at risk training in museum programming, historical research and the production and broadcast of documentary films and radio programs related to Suchitoto's unique history as an important site in El Salvador's 12-year civil war. For young Salvadorans, the lack of job opportunities and safe spaces can result in drug use, delinquency and gang membership. CAP expects its project to deter tendencies to engage in unacceptable behavior or to emigrate. Since receiving its first disbursement in late fiscal 2009, CAP has trained 61 young adults to set up museum exhibits and in audiovisual production. Of those trained, 29 volunteered to work on the identification and selection of museum pieces and

*Luis González*



Flor de María Hernández, an FDJ trainer, shows the rabbit pen she uses in her workshops on small-animal husbandry.

another 20 on the production of radio programs and documentaries. Twelve young adults, including four young women, also learned to operate motor

boats that take tourists to visit Lake Suchitlan.

*Luis González*



Manuel Flores, a young Salvadoran participating in the CAP project, applies his skills editing a video for the community museum in Suchitoto.



## Results

RedEAmérica, the Inter-American Network of Corporate Foundations and Actions for Grassroots Development, an IAF initiative launched in 2002, is a business-sector alliance committed to supporting grassroots development in the Americas. It has grown from 12 to 68 members. Nearly 30 members have entered into cooperative funding agreements with the IAF, which require they match or double IAF funding for subgrants with their own funds or funds from other sources. Funds are disbursed through subgrants to community organizations undertaking self-help projects; some incipient groups also receive technical and organizational support.

In 2008, the IAF adapted the GDF to facilitate its assessment of RedEAmérica's effectiveness. The verified statistics that appear in this report are the first gathered on resources mobilized and brokered by members and on their subgrants. Some partners have reported on other indicators related to their funding. This report includes activities undertaken during fiscal 2009 and 2010.

### Argentina

Fundación Arcor reported co-funding 67 subgrants since 2005, an investment worth close to \$2.6 million and benefitting 14,840 children in 14 provinces of Argentina. At the end of fiscal 2010, 45 projects were active. They focus on education, health and work

with children. One subgrantee used its funds to build a meeting hall and to promote child development through stories and music in childcare centers that include children with disabilities. The subgrantee offered classes in music to adolescents who had dropped out of school, and in collaboration with a program of the provincial government, From the Corner to School, helped drop-outs reintegrate into the school system. The subgrantee is now using a second award to develop a network enabling organizations working with children and adolescents to discuss accomplishments, share conclusions in neighborhood meetings and start formulating policies applicable to their work.

*Ramón Altamirano*



Playground built with subgrant funds at a preschool for low-income families in Buenos Aires.

### Chile

Fundación Pehuén works in indigenous communities of the Alto Bio-Bio zone of Chile's Region VIII, providing funding, training and other support for self-help projects. In fiscal 2010, Pehuén organized an evaluation of community needs and solicited feedback from 230 residents on how to allocate funds for development contributed by ENDESA, the electric power company.

Corporación Sociedad Activa (CSA) is a corporate foundation supported by eight

multinational companies with representation in Chile: 3M, Coca-Cola, DHL, IBM, Xerox, Kodak, Procter & Gamble and PricewaterhouseCoopers. In fiscal 2009, CSA reported mobilizing \$11,275, of which \$1,000 was donated in kind. CSA brokered another \$1,000 in kind for Guardería Arcoiris, a subgrantee offering daycare. Local businesses provided supplies for a dental hygiene campaign and games for the children. In addition to the eight businesses that support it, CSA has formed alliances with two municipal governments and three nongovernmental organizations.

## Colombia

Asociación de Fundaciones Petroleras (AFP) has a small staff and depends on other foundations to offer its subgrantees training and technical assistance. Eighteen groups received funding and training in 2009; one received a loan with which to purchase machinery and supplies for its small business. In fiscal 2010, AFP had nine active subgrants; five received technical assistance from Fundación Oleoductos de Colombia and four from Fundación HOCOL.

Fundación Empresarios por la Educación (FEE) works with organizations outside RedEAmérica, such as Fundación Huellas, to support subgrantees. It awarded seven subgrants in 2009. One subgrantee helped high school students improve their animal-care facilities and purchase tools and animals. Another worked to improve relations among students, teachers and parents. FEE is among RedEAmérica members that produced a report on interventions combining grassroots development and education. It made four presentations to educational institutions and other public-sector entities.

Corporación Consorcio para el Desarrollo Comunitario (CONSORCIO), which administers RedEAmérica's Colombia National Fund (FNC), awarded 31 subgrants in fiscal 2010, and 18 in fiscal 2009.<sup>2</sup> Its partner foundations, along with collaborating public agencies, provided members of the subgrantees training and technical assistance toward developing planning, administrative and accounting skills as well as leadership and group dynamics. Technical training covered topics ranging from agriculture and fishing to merchandising to the prevention of child abuse. One subgrantee, an association of five fishing groups in northern Bolivar department, used its funding to build tanks in which to fatten fish.

## Costa Rica

Empresa para el Desarrollo, S.A. (EDESA) is creating opportunities for economic development in Costa Rica by offering credit, technical assistance and training services to Empresas de Crédito Comunal (ECCs) or community financial associations. ECCs are businesses owned and created by rural populations, which in turn, service individual community residents. Close to 600 individuals received training in topics ranging from business administration to financial management in fiscal 2010. Since the IAF's first disbursement in September 2008, EDESA has extended 46 loans worth \$194,306 to individuals with little or no access to credit so they might expand their businesses. Of these loans, 14, totaling \$115,000, were awarded in fiscal 2010.

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<sup>2</sup> FNC an alliance of Colombian members of RedEAmérica includes Asociación de Fundaciones Petroleras, Fundación Corona, Fundación EPSA, Fundación Smurfit-Cartón de Colombia, Fundación Antonio Restrepo Barco, Fundación Empresarios por la Educación and Fundación Social de Holcim-Colombia

## Ecuador

The IAF and Fundación Nobis co-fund four programs in microcredit, early childhood education, housing construction and water services, and organizational development, especially as related to fishermen's associations. One of Nobis' most successful programs prepares children for elementary school, enabling some graduates to skip kindergarten. More than 500 children participated in fiscal 2009. Their mothers received training in child development, nutrition and an educational approach called "Growing with our Sons and Daughters."

*Miguel Cuevas*



Preschoolers participate in an early childhood education program offered by Fundación Nobis in Guayas, Ecuador.

A subgrant allowed a group of fishermen to outfit 10 vessels with motors and navigation equipment. Another group of 51 individuals developing camping sites in Bellavista and Cauchiche received training in food preparation and beach conservation and produced pamphlets promoting the camp. Fundación Nobis also worked with projects related to fishing, tourism and the environment in collaboration with the IDB, the Ecuadorean government and nongovernmental organizations.

## Mexico

Fundación Merced provided three organizations subgrants, training and follow-up in fiscal 2009. One subgrant helped 75 fish farmers learn about model tanks and angel fish, which require more care but command a high price. As a result, they improved existing tanks and built new ones and some returned migrants now have a secure source of income. Another subgrant allowed a group to train more than 300 women and young men from neighborhoods in Mexico City in the prevention of domestic and other forms of violence.

*Courtesy of Fundación Merced*



Fundación Merced helps artisans in Puebla, Mexico, improve their administrative and technical skills.

## Peru

Asociación Atocongo (Atocongo), a corporate foundation founded by Peru's leading cement producer, Cementos Lima, is supporting proposals by grassroots organizations that focus on income generation. In fiscal 2010, it invested \$425,000 in grassroots groups whose projects ranged from breeding small animals to manufacturing wheel chairs benefitting 270 impoverished residents of Lima.

## Uruguay

Fundación ACAC (ACAC) is a corporate foundation whose mission is to improve the welfare of poor Uruguayans through supporting self-help, developing their grassroots groups, and encouraging them to form partnerships with businesses, local governments and other organizations. In fiscal 2010, ACAC provided 23 subgrants worth \$70,144 to grassroots groups, mostly for educational purposes, such as the construction of a community library, purchase of computer equipment and training. One subgrant funded an examination room in a community health clinic, benefitting 600 women.

## POST-GRANT EVALUATIONS

In fiscal 2009, the Office of Evaluation began to study projects that had expired between four and five years earlier to determine the impact of the grantees' activities on living conditions. The post-grant evaluations complement GDF data collection. Results are to be shared with IAF staff and other interested parties for consideration in decisions on funding and discussions. The Office of Evaluation tested its methodology with four former grantees in Panama and Peru. By the end of fiscal 2010, four studies had been conducted in Bolivia, El Salvador, Guatemala and Mexico. Findings are summarized below.

### Findings

*Grupo de Asesoramiento Multidisciplinario en Medio Ambiente y Agroecología (GAMMA)*, an organization in Bolivia received \$387,903 in 1998 to address the lack of water and pastureland in Choquecota, in the Oruro highlands. The primary economic activity in the area is the production of llamas and sheep; water and pastures are critical to maintaining the herds. GAMMA also began developing the ability of eight *ayllus*, or local councils, to assess problems, propose solutions and undertake development work with municipal authorities. With grant funds, GAMMA helped herders construct water holes and improve pasturelands. Better fed animals translated into higher prices in local markets. Four years after the IAF had fully disbursed this grant, the infrastructure built and the relationships developed between *ayllus* and municipal authorities are still functioning as envisioned. GAMMA's accomplishments, especially the construction of watering holes, are being replicated in other parts of the Bolivian *altiplano*, which is testament to the grantee's success.

*Freddy Mercado*



Llamas drinking from an IAF-funded watering hole built by GAMMA in Choquecota, Bolivia.

*Patronato para el Desarrollo de las Comunidades de Morazán y San Miguel (PADECOMSM)*, a nongovernmental organization in El Salvador, received \$669,395 to organize local-development associations, microbusinesses and municipal services in three municipalities of Morazán, a state located in the rugged, mountainous northeast, and to provide technical assistance to farmers and microentrepreneurs. In 2010, four years after the IAF grant terminated, evaluators found that the grantee had had a positive impact on the diversification of agriculture, the local diet, income, community involvement in development initiatives, and the ability of local development associations (ADESCO) to draft proposals. The grantee's credit arm, PADECOMSM Crédito, became an important microlending institution in the region, serving 2,500 clients and maintaining a loan portfolio of \$3.4 million in 2008. The grantee, which wholly owns PADECOMSM Crédito, receives on average \$100,000 in dividends annually, assuring its ongoing operation.

*Asociación Consejo de Mujeres Mayas de Desarrollo Integral (CMM)*, serving indigenous Guatemalan women, received \$190,025 in 2001 to organize a network of volunteers to work in nine villages. It originally planned to train 145 health workers, 30 midwives and 10 pharmacy managers in preventive measures and nutrition. The midwives were also to receive training in pre- and post-natal care and when deliveries should be referred to a hospital. In 2010, a team of IAF evaluators visited San Cristóbal, Totonicapán, to determine whether conditions had improved and services were maintained after IAF funding ceased in 2006. They found that volunteer trainers in preventive health measures had increased from 45 in 2001 to 155 in 2010 and that trained midwives had increased from none in 2001 to 39 in 2010. Physicians who had previously ignored the midwives' referrals, began to take them seriously and admit the patients. CMM continues to monitor conditions, offer education in nutrition and preventive measures, and train and organize volunteers.

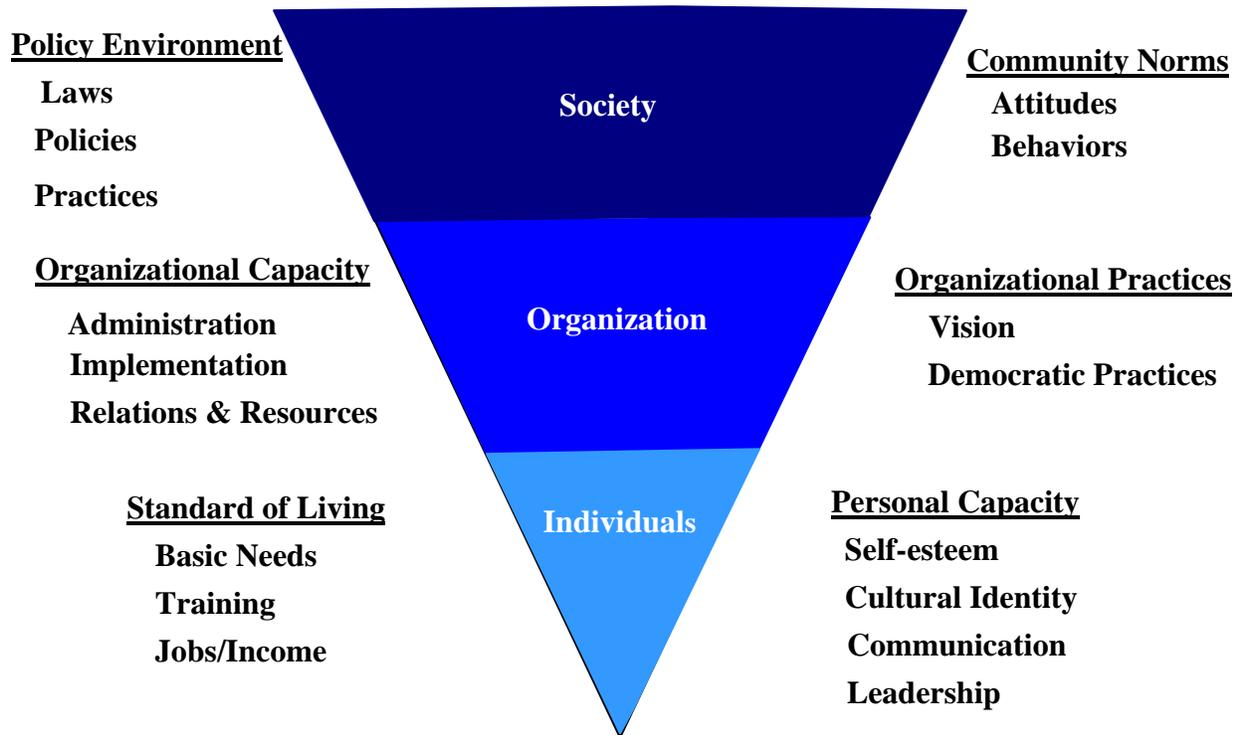
*Comité de Promoción Social del Valle del Yaqui (PROVAY)* received \$386,400 from the IAF to address two critical issues affecting residents of Cajeme in the state of Sonora, Mexico: the lack of housing and the smog created by burning the straw remaining after the wheat harvest. It trained 160 women heads-of-household and provided them related technical assistance and the equipment and materials necessary to build adobe homes. PROVAY calls this kind of housing "ecological" because it uses materials that are available in abundance locally. The adobe-and-straw alternative to more expensive brick houses, however, did not catch on with poor women because of the constant maintenance required and the heavy weight of the adobe brick. PROVAY originally believed the 525,000 tons produced each harvest and normally burned could be used to construct bricks for "ecological homes," which would reduce pollution from the smoke. However, the construction of the adobe houses used only 3,000 tons of straw. Post-harvest burning continues as farmers prepare for the next crop cycle.

*Carmen Pérez Cadena*



Leticia Cota enjoys the house she built after participating in PROVAY's construction workshops.

# APPENDIX A – Grassroots Development Framework



## APPENDIX B - ORGANIZATIONS REFERENCED IN THIS REPORT

Acronym	Entity	Grant Number <sup>3</sup>
ACAC	Fundación ACAC	UR-176
ADELANTE	Fundación Adelante	HO-245
AFP	Asociación de Fundaciones Petroleras	CO-499
ALTROPICO	Fundación para el Desarrollo de Alternativas Comunitarias de Conservación del Trópico	EC-413
APAESD	Associação Produtiva do Assentamento do Engenho Serra D'Água	BR-842
APPES	Asociación de Productores de Piña de El Salvador	ES-219
APRODEH	Asociación Pro Derechos Humanos	PU-535
ARCOR	Fundación Arcor	AR-332
ASDES	Corporación Asesorías para el Desarrollo	CO-504
ASECSA	Asociación de Servicios Comunitarios de Salud	GT-290
ASSARI	Associação dos Artesãos de Imperatriz	BR-827
ATOCONGO	Asociación Atocongo	PU-545
AZUCAR	Fundación de Desarrollo Social y Cultural Afroecuatoriana "Azúcar"	EC-398
BASE ECTA	Base Educación, Comunicación y Tecnología Alternativa	PY-194
CADE	Cámara Artesanal de Esmeraldas	EC-405
CAP	Centro Arte para la Paz	ES-237
CFP-Mérida	Círculos Femeninos Populares-Mérida	VZ-204
CIAMB	Comunidad Nativa Marankiari Bajo	PU-553
CMC	Coordinadora de Mujeres del Cibao	DR-337
CMM	Asociación Consejo de Mujeres Mayas de Desarrollo Integral	GT-267
CONSORCIO	Corporación Consorcio para el Desarrollo Comunitario	CO-498
CSA	Corporación Sociedad Activa	CH-514
ECOTOP	Consultora en Servicios de Desarrollo Rural y Agricultura Ecológica	BO-509
EDESA	Empresa para el Desarrollo	CR-328
ETNOLLANO	Fundación para el Etnodesarrollo de los Llanos Orientales de Colombia	CO-512
FDJ	Fundación para el Desarrollo Juvenil	ES-236
FEE	Fundación Empresarios por la Educación	CO-502
FIRJAN	Federação das Indústrias do Estado do Rio de Janeiro	BR-802
FPP	Fundación Proyecto Paría	VZ-203
FPVS	Fundación Pro Vivienda Social	AR-341
FTV	Fundación Tierra Viva	VZ-202
GAMMA	Grupo de Asesoramiento Multidisciplinario en Medio Ambiente y Agroecología	BO-464
GARE	Grupo Ambientalista de Reciclaje Everest	VZ-201
GJD	Centro de Educación Vocacional Grupo Juvenil Dion	HO-244
IAE	Innovación y Apoyo Educativo	ME-488
ILCA	Instituto de Lengua y Cultura Aymara	BO-505
IR	Instituto Realice	BR-844
ISALP	Investigación Social y Asesoramiento Legal	
Merced	Fundación Merced	ME-464
MUPI	Fundación Museo de la Palabra y la Imagen	ES-224
Nobis	Fundación Nobis	EC-384

<sup>3</sup> Entities without a grant number are not IAF grantees.

<b>Acronym</b>	<b>Entity</b>	<b>Grant Number</b>
ODECO	Organización de Desarrollo Étnico Comunitario	HO-243
PACCOCHA	Pacocha y Derivados, Sociedad Anónima	PU-549
PADECOMSM	Patronato para el Desarrollo de las Comunidades de Morazán y San Miguel	ES-180
Pehuén	Fundación Pehuén	CH-511
PROVAY	Comité de Promoción Social del Valle del Yaqui	ME-441
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	
RXIIN	Asociación de Salud y Desarrollo Rxiin Tnamet	GT-274
SAO	Servicios Ambientales de Oaxaca	ME-481
SARAKI	Fundación Saraki	PY-196
SEMTA	Servicios Múltiples de Tecnologías Apropriadas	BO-513
SER PAZ	Corporación Ser Paz	EC-397
SWISSCONTACT	Fundación Suiza de Cooperación para el Desarrollo Técnico	BO-510
TIERRA	Fundación Taller de Iniciativas en Estudios Rurales y Reforma Agraria	BO-506
UCUS	Asociación Civil "Una Casa un Sueño"	UR-179
Xanvil	Xanvil, A.C.	ME-494

## **CONTACT INFORMATION**

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

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