

Inter-American Foundation

GRANT RESULTS

Fiscal 2007





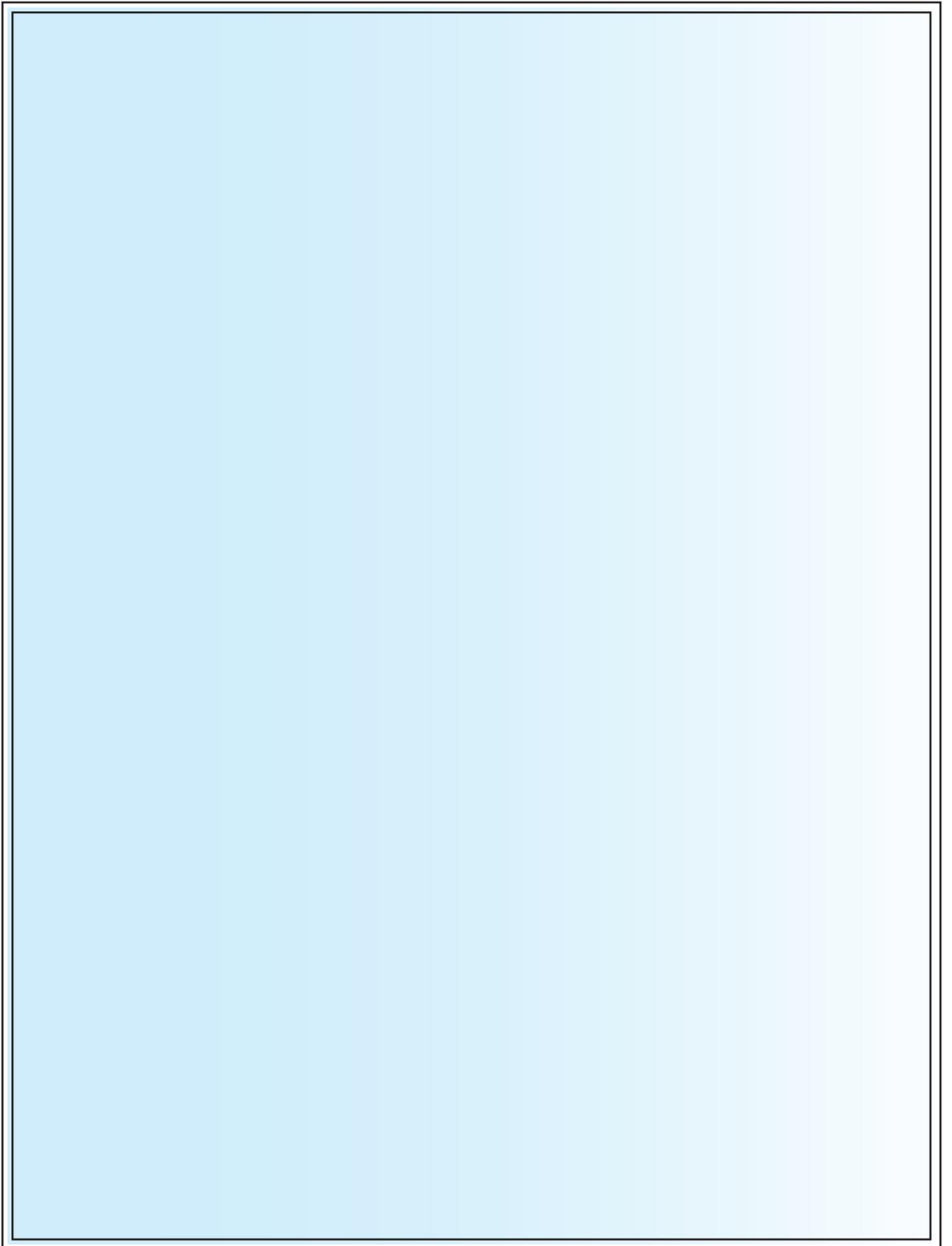
Cover photo by Teresa Gutiérrez: *Loq' Laj Ch'och (Tierra Sagrada)* works with an association of Mayan women in Boloncó, Guatemala, to improve work opportunities and income through training in making clothing and bread, administration and marketing.

Inter-American Foundation



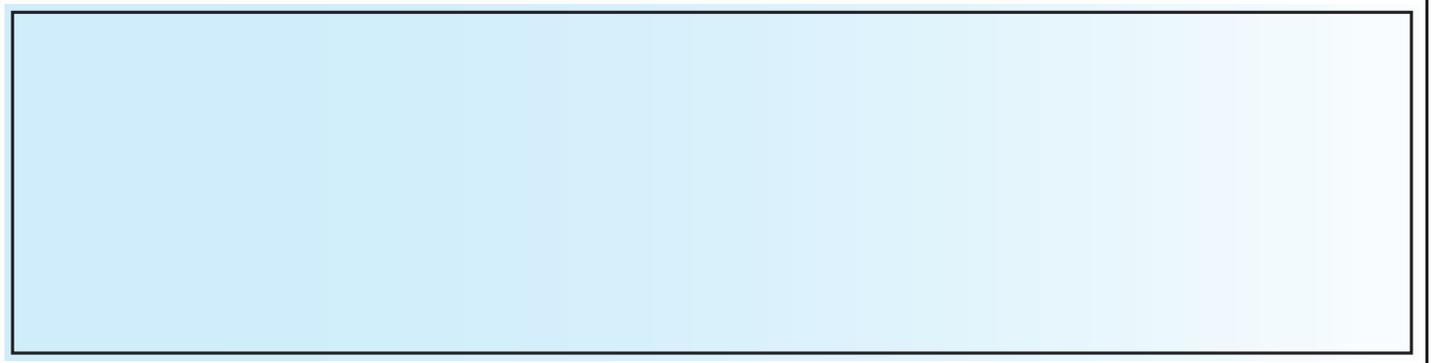
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CONTENTS

Introduction	1
About the IAF	1
Summary and Highlights.....	1
Methodology.....	2
PART I: Grant Results in Fiscal 2007	4
Individual Level	4
Jobs.....	4
Training	5
Health	7
Housing	10
Self-Esteem	10
Cultural Identity	11
Communication	13
Problem-Solving	15
Innovation/Adaptability	16
Organizational Level	16
Mobilizing/Brokering Resources	16
Partnering	20
Microcredit	21
Sharing Information	23
Participatory Decision-Making.....	23
Dissemination.....	24
PART II: Editor’s Note	26
List of Tables	
Table 1: Jobs Created	
Table 2: Knowledge and Skills Acquired	
Table 3: Health-Related Activities	
Table 4: Housing	
Table 5: Cultural Heritage	
Table 6: Communication	
Table 7: Problem-Solving	
Table 8: Resources Mobilized	
Table 9: Resources Brokered	
Table 10: Partnerships	
Table 11: Loans	
Appendix A - RedEAmérica	27
Appendix B - Additional Tables	29



Introduction

About the IAF

The Inter-American Foundation (IAF), created in 1969 as an independent foreign assistance agency of the United States government, funds self-help development projects proposed by grassroots groups and organizations that support them. It also encourages partnerships among community organizations, businesses and local governments directed at improving the quality of life for poor people and strengthening democratic practices. To contribute to a better understanding of the development process, the IAF shares its experiences in its publications and at conferences and other fora.

The Inter-American Foundation 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 Inter-American Foundation's chief executive officer, managing a staff of 47 employees based in Arlington, Virginia.

Congress appropriates funds annually for the Inter-American Foundation. The IAF also has access to 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 4,697 grants valued at more than \$614 million. Together, the IAF and its grantees have improved conditions for hundreds of thousands of families throughout the hemisphere.

Summary and Highlights

Results data gathered in the 12-month period ending in September 2007 reveal:

- More than 12,800 beneficiaries improved their diet and their health.
- More than 18,500 beneficiaries received preventive and emergency medical attention.
- More than 500 individuals benefited from access to clean water.
- More than 4,600 individuals benefited from trash-removal operations.
- IAF grantees in four countries helped improve 510 homes.
- Registration in courses, workshops and seminars included close to 3,650 individuals who received training in finance, including loan management; more than 29,000 who received training in civic participation and almost 8,000 who received training in environment-related topics.
- IAF-funded activities created 321 full-time and 363 part-time permanent positions and 161 full-time and 1,234 part-time seasonal positions.
- More than 800 organizations voluntarily cooperated with IAF grantees.
- Grantees mobilized \$4.7 million and brokered another \$0.85 million for project activities, for a combined total of \$5.5 million (\$4.29 million in cash and \$1.23 million in kind).
- IAF grantees extended more than 4,921 loans averaging \$696 each. Loans for business development represented 43 percent of all loans and averaged \$633 each.
- Grantees disseminated information on their approaches, practices and techniques in 17 of the 20 countries where the IAF currently funds activities. Barbados, Haiti and Trinidad and Tobago were the exceptions.

Methodology

The IAF designed and developed the Grassroots Development Framework (GDF), a practical tool consisting of a menu of 40 indicators used to collect and assess results data. The GDF measures the tangible results of the projects, as well as the subtler, no less vital, intangible effects and their impact on individuals, groups and communities. Indicators are tracked over time, then analyzed, and project results are reported to agencies to which the IAF is accountable. Awareness of indicators on which they report helps grantees stay focused on their goals; information on these indicators provides feedback to them and to IAF staff.

This report is based on data collected twice a year by IAF grantees and forwarded to the IAF in compliance with grant agreements. In-country professionals contracted by the IAF corroborates the data and comments on factors that facilitated or limited achievement of the grantees' objectives. These IAF data verifiers have been visiting grantees and their beneficiaries for seven years. They meet with the Evaluation Office staff at an annual conference to review data collection techniques, concepts and definitions and to discuss problems encountered. On-site experience with grantees and participation in the conference help hone their skills, resulting in more accurate reporting.



Data Verifiers and Linda Kolko at the annual conference in El Salvador. (Ines Invernizzi of Uruguay was absent.)

Beginning in fiscal 2008, IAF data verification will include the results of grants to members of RedEAmerica, an IAF-initiated network of corporate foundations. See Appendix A in this report for information on this program, which was consolidated by the IAF's Foundation Representative for Corporate Programs.

What is grassroots development?

The Inter-American Foundation uses the term "grassroots development" to describe the process by which disadvantaged people organize to improve social and economic 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 complement human and physical assets.

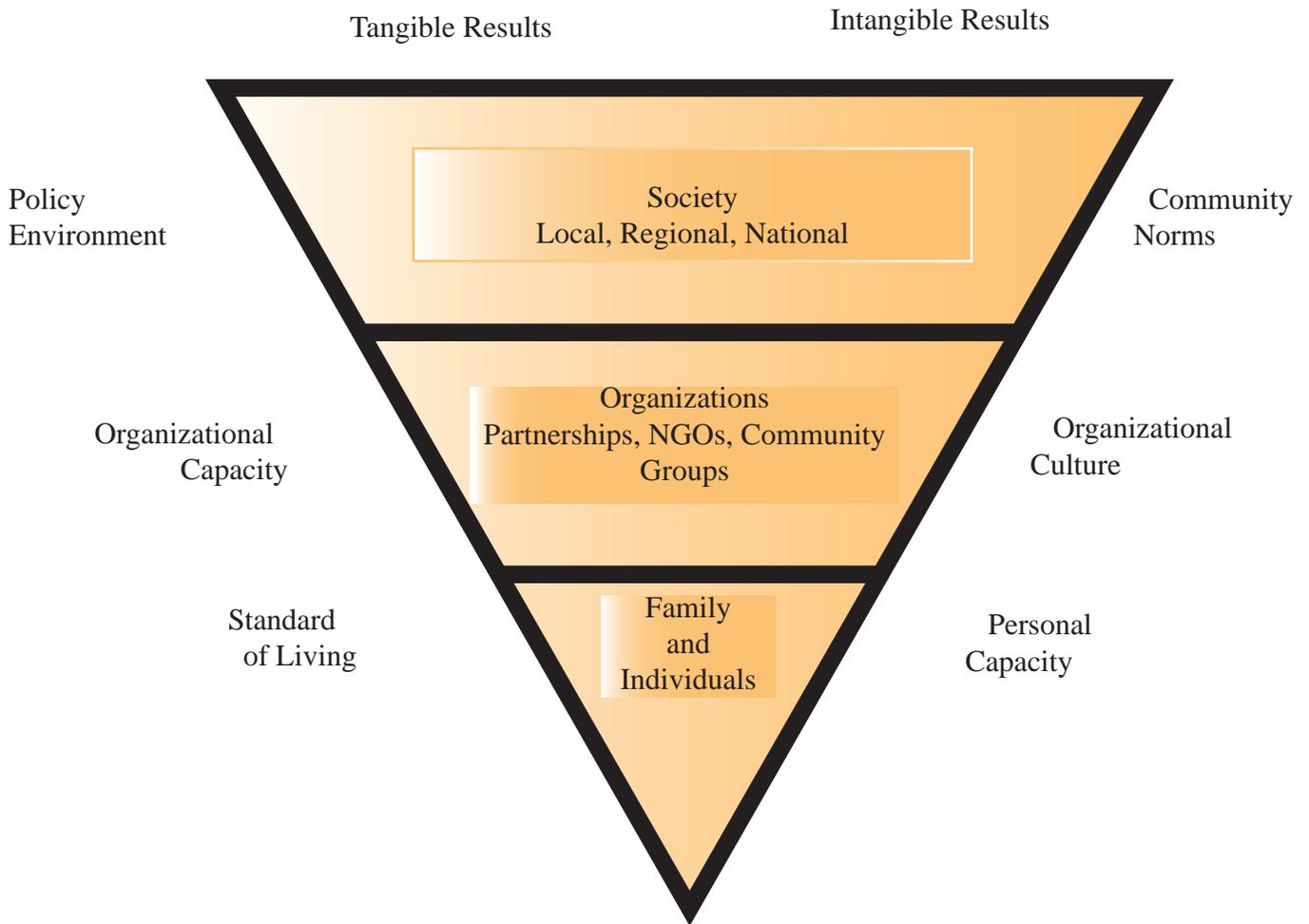
Why the Grassroots Development Framework?

Applying what had been learned from more than 4,300 projects that it had funded, the Inter-American Foundation created the Grassroots Development Framework to measure the results and impact of projects the IAF supports. The GDF is useful to both the grantee and the donor. It provides the means to establish project objectives and report achievements, strengths and weaknesses. Results can inform decisions, signal challenges, confirm achievements and indicate topics for further research. Since the pilot testing and application of the GDF, several development assistance institutions have, in consultation with the Inter-American Foundation, adapted the GDF to their own activities.

What is the GDF?

In business, profits are the bottom line. In grassroots development, a project must generate material improvements in the quality of life of the poor. Because poverty entails not only lack of income but also lack of access to a range of basic services (including education, health-care and housing) as well as insufficient opportunity for civic participation, the GDF draws all these indicators into a single tool.

The premise of the GDF is that grassroots development produces tangible and intangible results for individuals, organizations and society. The cone shape of the GDF portrays the potential impact of grassroots development on individuals and families, organizations, the community and society.



PART I: Grant Results in Fiscal 2007

The Program Assessment Rating Tool (PART), requires all federal agencies to document and report progress toward performance goals articulated in strategic plans. This report summarizes the results of grants active in the reporting year, and this section highlights results on the GDF indicators most frequently used by IAF grantees. As stated, *supra*, each grantee report was verified by an in-country professional. Because the IAF did not have a data verifier in Brazil for almost a year, the data from Brazil represents results from fewer than half of the grantees scheduled to report.

Individual Level

IAF grants improved the quality of life of the poor in Latin America and the Caribbean by supporting projects that further access to job opportunities, education and training, health services and better housing.

Jobs

In fiscal 2007, 42 grantees reported the creation of 2,079 permanent or seasonal jobs.

Table 1: Jobs Created

Country	Permanent Jobs		Seasonal Jobs	
	Full-time	Part-time	Full-time	Part-time
Argentina	11	7	6	3
Bolivia	5	143	0	68
Brazil	63	27	26	87
Ecuador	16	0	1	0
El Salvador	10	18	0	563
Guatemala	6	85	0	240
Haiti	1	10	11	42
Honduras	0	10	0	0
Mexico	9	0	10	3
Nicaragua	100	4	20	5
Panama	60	18	15	54
Peru	10	32	8	123
Venezuela	30	9	64	46
Total	321	363	161	1,234

Four Nicaraguan projects generated 100 permanent jobs, the largest number per country. The project undertaken by *Fundación para la Rehabilitación Walking Unidos* (FURWUS) resulted in permanent employment for 14 persons with disabilities. One individual born with only one arm, opened his law office with a subgrant that paid for office equipment. The lawyer, whom the grantee had trained in business planning, reportedly intends to hire and offer affordable services to other people with disabilities.

Delia Maria Sevilla



Abraham Aráuz bought this new glass storage unit for his grocery store with the credit from FURWUS.

Fifty-eight Nicaraguans found employment through *Asociación para el Desarrollo Económico con Equidad* which had financed 30 new microbusinesses and arranged for training their owners. The grantee's efforts to expand involvement in local development are reaching additional communities. Sixty individuals became gainfully employed through the micro-credit program and through training in poultry and fish farming, baking and retail sales offered by *Fundación para el Desarrollo Integrado Sostenible*.

Training

In fiscal 2007, 86 percent of all IAF grantees reported that they provided on-the-job training and workshops and/or complementary technical assistance covering a variety of topics.

- In Guatemala, *Asociación de Desarrollo Integral Tineco* conducted training in more than 15 communities in topics adapted to participants' needs: reforestation, leadership, voting and steps toward a more reliable food supply. Participants expressed satisfaction with such practical activities as an agricultural exchange and learning a dying and weaving process by producing handmade textiles.
- In Bolivia, *Centro de Investigación, Diseño Artesanal y Comercialización* trained more than 2,700 individuals in the design and crafting of new products by having them make a model or sample. The participants were members of 13 artisan associations. As the grantee is working to develop the community-based associations, it conducts monthly training in administration. One result was that leaders from 14 associations prepared reports on their use of funds. The grantee also trained more than 500 members in marketing.

Rony Corvera



Peruvian beneficiaries applying new dying sources demonstrated by SID.

- *Estrategias para Desarrollo Internacional-Perú* is a Peruvian grantee that trained beneficiaries in project planning and evaluation, post-harvest processing and marketing for micro-enterprises producing crafts. SID provided technical assistance during the participatory preparation of the annual budget. It is working with a consortium of six municipal districts to implement local development plans through a united effort, and is training municipal leaders and members of community organizations.

Table 2: Beneficiaries Reporting New Knowledge and Skills Acquired

Knowledge/Skills	Men	% of Total	Women	% of Total	Total
Civic Participation	12,077	42%	16,990	58%	29,067
Agriculture	18,852	65%	10,105	35%	28,957
Planning & Administration	10,324	46%	12,146	54%	22,470
Political System	5,266	37%	8,869	63%	14,135
Leadership	6,302	51%	6,061	49%	12,363
Manufacturing	3,731	33%	7,395	67%	11,126
Environmental Protection	4,882	62%	3,016	38%	7,898
Marketing	2,776	46%	3,222	54%	5,998
Domestic Relations	1,421	33%	2,912	67%	4,333
Health Practices	1,951	49%	2,016	51%	3,967
Finance	1,625	45%	2,008	55%	3,633
Legal System	1,545	46%	1,835	54%	3,380
Construction	816	45%	981	55%	1,797

Profile: Bolivia**Grantee: Fundación Horizontes (Horizontes)****Project: Rural Aging in Bolivia****Grant Amount: \$216,905****Background**

The elderly represent one of the most vulnerable and neglected sectors in Bolivia. Older Bolivians are usually excluded from development processes and are unaware of their statutory rights and entitlements. Policies and measures intended to protect the elderly are underfunded and only partially implemented.

Horizontes, an affiliate of HelpAge International, a British organization that promotes the rights of the elderly throughout the world, began to build a network of NGOs and grassroots associations in Bolivia to advocate for improvement in public policy and programs for older Bolivians. In 2002, Horizontes submitted to the IAF a proposal aimed at reducing poverty among elderly residents of rural communities in Oruro and northern Potosí and encouraging them to take advantage of policies and measures intended to protect them. The proposal called for a three-prong approach: income-generating activities, training and participation in community affairs. Horizontes received an IAF grant in 2003.

Objectives and Results

Horizontes planned to provide 4,200 individuals with the necessary materials and technical assistance to raise animals and to plant vegetable gardens in greenhouses they installed. The grantee also planned to train community associations to develop strategies and negotiate with local governments for the inclusion of older residents in local development plans.

The grantee enlisted three other nongovernmental organizations: *Centro de Investigación para la Educación* (CIPE), *Centro de Estudios para el Desarrollo de los Pueblos Andinos* (CEDPAN) and *Centro para la Educación Técnica y Apoyo a la Tercera Edad* (CETATE). CIPE received funding to support income-generating projects for some 180 elderly residents of communities in the municipality of Uncia

in Northern Potosí and to help form and develop associations working on their behalf in 14 other municipalities. CEDPAN and CETATE received funding for projects involving 590 elderly residents of the municipalities of Huanuni and Caracollo in Oruro, and toward the development of associations in nine other Oruro municipalities. The three NGOs established base-line information on the elderly in 23 municipalities, which was used in developing strategies and negotiating for inclusion.

More than 2,000 beneficiaries as well as individuals representing government and the public at large participated in workshops on topics ranging from soil improvement and vegetable production techniques to the rights of the elderly, leadership and participation in community affairs. A total of 346 elderly farmers increased their income as a result of growing crops; 334 elderly benefited from construction of 266 chicken coops and acquisition of 40 breeding roosters and more than 2,000 hens for egg production. A smaller group benefited from the construction of 50 pens for their sheep. Increased production translated into increased income and a better diet. Living conditions also improved as a result of the passage of Public Law 3323 by the Bolivian Congress, providing health care coverage for Bolivians aged 60 and above.

Lessons

The combination of training, technical assistance, capital and participants' interest lead to tangible results. Intangible results achieved included self-confidence.

Exclusion of elderly people from local development plans impedes economic progress. The most important impact of the project was the recognition that everyone, no matter what age, could contribute to the well-being of the family and the community.

Health

Better nutrition and access to medical care and clean water impact health and standard of living. Equally important are the proper disposal of human waste and removal of solid waste.

Table 3: Health-Related Activities

Activity	Beneficiaries
Installation of latrines	2,333
Installation of piped water	586
Medical care	18,546
Solid waste collection	4,657
Vaccinations	666
Nutrition/dietary improvement	12,812

NUTRITION

Nutrition improved for approximately 12,800 beneficiaries of IAF grantees, usually as a result of diversified agriculture and better agricultural practices. More production leads to more food available, increased income and a greater variety of food allocated for household consumption.

- In Panama, *Asociación de Productores Forestal San Francisco de Asís* provided subgrants and loans to beneficiaries who invested them in vegetable gardens, livestock and poultry, craft production and in small stores. The producers allocated approximately 30 percent of their harvest for home consumption.
- Bolivia's *Trucha para las familias campesinas en las alturas de Sacaba* reported that 186 families harvested trout from rain-fed lagoons and family-owned tanks that they had stocked earlier. Consumption of approximately 4,850 pounds of fish improved the protein intake for families in the six communities that had introduced young fish stock.

The grantee will work with three additional communities and will continue sharing information with the municipality to improve nutrition and income in the area.

- More than 1,000 beneficiaries of the Brazilian grantee *Centro Diocesano de Apoio ao Pequeno Produtor* reported improved nutrition. The grantee had distributed goats and chickens earlier in the project period and worked with beneficiaries on diversifying agricultural production with fruits, vegetables and honey. In a semi-annual evaluation, residents of the 10 participating communities described their increased consumption of eggs, milk, meat and fruit, as well as increased income from selling excess production.

Freddy Mercado



Young fish stock are selected for distribution to beneficiary families in Sacaba, Bolivia.

Profile: Argentina

Grantee: *Centro de Implementación de Políticas Públicas para la Equidad y el Crecimiento (CIPPEC)*

Project: Better access to health services for the most unserved sectors

Grant Amount: \$174,000

Background

The Center for the Implementation of Public Policies Promoting Equity and Growth is a nongovernmental organization whose mission is to work for a just, democratic, efficient state that improves people's lives. To improve primary health care for 16,000 people in the Alberti neighborhood outside Buenos Aires, the grantee had trained 80 leaders of grassroots organizations in various topics.

CIPPEC's proposal to the IAF included a plan to improve primary health care in the municipality of Alderetes, Tucumán, by developing community-participation mechanisms that would result in services adapted to the community's needs. It proposed to encourage the participation of civil society in identifying and prioritizing needs, conducting activities and taking part in decisions that affect public life. The project was approved by the IAF in 2004.

Objectives and Results

CIPPEC accomplished the following

- It improved the delivery of health services offered by the *Centros de Atención Primaria de la Salud (CAPS)*, or government-run health centers, and facilitated access by the poor.
- It developed mechanisms to encourage community participation in health services.
- It trained Alderetes residents to manage municipal health systems.

To do this, it first identified needs and resources (demographic, economic, public health, social and cultural). The survey of the community's characteristics brought the grantee in contact with social organizations and key neighborhood residents with whom it would work. CIPPEC's staff interviewed some 75 individuals and developed a map for use in intervening according to the characteristics of each subzone.

One of the grantee's key means of intervention was the creation of Local Health Councils (CLS) based on the CAPS. This required involving and training members of the local health teams. When the physicians and other personnel of the Alderetes CAPS, however, were reluctant to accept community participation, the project was reformulated. The CLS abandoned the CAPS model and created, near the primary health centers, four Health Participation Venues (EPS) where representatives of civil society, the provincial system, the municipality and clients met to discuss and implement health-related activities. The process required significant advisory assistance and training from CIPPEC.

CIPPEC held four workshops for the EPS in which more than 140 participants learned to diagnose health problems, including the severity, causes, consequences and intervention required. Based on the results of CIPPEC's survey of households, its staff drafted, with representatives of local organizations and the community, a Strategic Health Plan for Alderetes which was presented at a public hearing before local and provincial authorities. More detailed and specific lines of actions were developed, which the EPS applied.

MEDICAL CARE

More than 18,000 beneficiaries received medical attention. Of them, 13,803 individuals, or 74 percent, were served by Guatemalan grantee *Asociación de Salud y Desarrollo Rxiin Tnamet*. Staff at its three clinics also inoculated 663 infants, children and pregnant women.

Fundación Internacional de la Comunidad assists nongovernmental organizations that support community and microenterprise development in Baja California, Mexico. Personnel of a new dispensary that received a subgrant conducted approximately 480 medical consultations.

Community-based organizations used subgrants to develop projects on domestic violence prevention, the clean-up of a neighborhood dump site and a sports program for young people.

Residents of Alderetes associated with the EPS rated the training very useful to them personally, and they indicated that their self-esteem improved as a result of the recognition they now enjoy.

Lessons

The significant reformulation of the project had positive results. It accelerated placement of the team coordinating the neighborhood organizations and institutions (schools, health teams, representatives of neighborhood organizations, local authorities, merchants and others). It also enabled CIPPEC to test its hypotheses with respect to community participation in health services and issues.

The question remaining is sustainability. With one exception, the EPS failed to satisfy the requirements to apply for legal status and remain active in the province. A high dropout rate of members of participating organizations undermines the stability necessary for legal status. The EPS are also dependent on the whims of the local political system. The CLS have experienced difficulties in coordinating the EPS partners and in obtaining resources. Aware of this issue, CIPPEC requested additional funding for use in its work with the EPS and the private sector toward ensuring ongoing community participation in health care services.

ACCESS TO POTABLE WATER

Access to clean water is critical to reducing disease. Grantees in three countries (Panama, Uruguay and Peru) provided potable water to more than 500 beneficiaries.

- *Fundación Instituto Panameño de Desarrollo Humano y Municipal* finalized construction of two aqueducts benefitting 364 individuals in two communities in the province of Colon, Panama. The grantee works with local groups and government in subdistricts to plan for the water system and ensure its maintenance. Enthusiasm and participation as well as the reputation of the grantee have grown because of this work.
- *Asociación Civil Una Casa Un Sueño*, which works with the urban poor in Uruguay, co-financed the construction of eight permanent homes with water, sanitation and electrical services. The new homeowners are recyclers who had lived in precarious housing with no services.

SANITARY CONDITIONS

Four grantees built and installed latrines to improve sanitary conditions for 2,333 individuals. *Asociación de Productores Agropecuario Forestal San Francisco de Asís* contributed materials and training toward the construction of “above-ground” latrines that directly benefit 157 Panamanians. Efforts focused on the poorest families identified in a survey.

SOLID WASTE COLLECTION

Organized trash removal/disposal improved conditions for more than 4,600 individuals. Two grantees in Mexico reported on this indicator.

- *Niños y Crías, A.C.*, confirmed that trash collection is continuing following environmental campaigns conducted in two communities in protected areas of the Yucatan. The women trash collectors are supported by community participation and receive payment for part-time work from the government.



Paola Mora takes part in the construction of new homes for families in Uruguay.

- Two individuals, paid by the municipality, use a truck from *Pronatura Noreste, A.C.*, to collect trash in three communities and four nearby islands. Cleanup campaigns conducted by the grantee in the main town with support from high school students and the municipality resulted in the collection of approximately 100 tons of trash.
- Among its efforts to improve environmental practices in the area, *Alternare, A.C.*, assisted 41 families living near Mexico’s Monarch Butterfly Reserve in building fuel-efficient stoves in their homes.

Housing

Seven IAF grantees worked to improve housing. The Uruguayan grantee noted under Access to Potable Water was the only one reporting construction of new homes. The work of three Nicaraguan grantees accounts for more than 85 percent of the homes renovated.

Table 4: Housing

Country	New	Improved
Mexico	0	41
Nicaragua	0	431
Panama	0	3
Peru	0	35
Uruguay	8	0
Total	8	510

- In the outskirts of Managua, Nicaragua, loans extended by *Urbe Urbanizadora y Edificadora Popular* enabled beneficiaries to remodel or repair 235 homes. Improvements included work on exterior and interior walls, roofing and new rooms or work areas for individuals who work at home.
- *Asociación de Pobladores por el Desarrollo a Escala Humana en el Ambito Local* extended loans of between \$100 and \$400 to 162 individuals, largely from women-led households, who improved homes, often with additions, including bathrooms. The grantee is also teaching family groups in León, Nicaragua to design “healthy” housing and manage credit.
- In Brazil, *Fondo Rotativo da Ação da Cidadania* reviewed its post-training evaluation of its course on business management with 85 attendees and found that the majority of them (76, or 89 percent) reported increased self-esteem. They said they felt stronger making sales for their small, start-up businesses and had gained respect and support from their families in the endeavor. The training was part of the program of microcredit extended to the new businesses.
- *Centro Waaponi* trained young people in Cuenca, Ecuador in personal development, leadership, civic responsibility, cultural identity and support groups, with the help of professionals such as child psychologists and mediators. The grantee conducted a three-part evaluation after training sessions and found that the majority of the nearly 400 young participants reported increased self-esteem. The young people’s self-assessments were confirmed with facilitators’ feedback and parents’ observations.

Intangible Indicators

Grassroots development includes intangible gains that can be inferred and reliably verified, if not directly measured. At the individual or family level, the IAF, through its data verifiers, collects, *inter alia*, data on communication, problem-solving skills, self-esteem, cultural identity and innovation. The data presented in this section are cumulative and show results since the inception of each grant.

Self-Esteem

Personal recognition of self-worth and a sense of potential are attributes of self-esteem that play a key role in development. The examples below were taken from the 44 grantees reporting their observations.

- In Panama, *Fundación para la Promoción de la Mujer* reported its inference that its beneficiaries had increased their self-esteem because the grantee staff had observed them sharing information acquired with their husbands and children. The inference was also based on artisan beneficiaries' reaction to an increase in demand for their improved work and to increased income. Young rural beneficiaries are proud to have learned to use computers.

Cultural Identity

A strong sense of cultural identity can spur awareness of rights, economic possibilities and the value of traditions. Efforts to help beneficiaries appreciate and/or preserve their heritage include the following:

- Fundación de Desarrollo Social y Cultural* reported that its workshops on Afro-Ecuadorean history, handicrafts, dances and music had a positive impact on cultural identity for more than 200 beneficiaries who included African descendents and other young Ecuadoreans from the area around Quito. After some dance classes the young people had requested to learn more about Afro-Ecuadorean history, culture and traditions and now share the traditions and dances with other groups.

- Asociación Programa Veragüense de Desarrollo Ecológico Sostenible* taught indigenous and other communities in Panama about sustainable agriculture and the environment. At the request of its Ngobe Bugle beneficiaries, the grantee arranged for a space at local markets and agricultural fairs where they could showcase their dancing, dress, food and cornmeal drink. The beneficiaries later made a similar presentation during a trip to a Costa Rican training center.



Ngobe Bugle farmers shared their dress and corn drink (chicherías) at a fair.

Table 5: Beneficiaries with greater appreciation of their cultural heritage

Country	Men	% of Total	Women	% of Total	Total
Bolivia	43	14%	266	86%	309
Brazil	103	34%	203	66%	306
Colombia	443	77%	129	23%	572
Ecuador	2,109	62%	1,277	38%	3,386
El Salvador	26	50%	26	50%	52
Guatemala	198	58%	144	42%	342
Honduras	15	43%	20	57%	35
Latin America *	10,000	54%	8,500	46%	18,500
Mexico	75	23%	252	77%	327
Panama	1,368	48%	1,494	52%	2,862
Peru	304	67%	152	33%	456
Venezuela	76	51%	73	49%	149
Total	14,760	54%	12,536	46%	27,296

* Data from one grantee working in Uruguay, Argentina, Paraguay and southern Brazil.

Profile: Guatemala**Grantee: *Asociación de Museos Comunitarios Rabinal Achi (Museo Achi)*****Project: Audiovisual Training and Ecotourism Promotion in Rabinal****Grant Amount: \$181,000****Background**

Between 1960 and 1996, Guatemalans fought the longest civil war in the history of Central America. The toll on this nation of 13 million inhabitants was 200,000 dead, more than a million displaced and tens of thousands “disappeared.” Entire towns and villages were razed. Most of the casualties were indigenous Guatemalans.

According to a report issued by the U.S. Department of State in 2007, indigenous Guatemalans still remain outside their country’s political, economic, social and cultural mainstream due to pervasive discrimination, limited education and lack of awareness of their rights. Most importantly, 77 percent of the members of Guatemala’s 22 indigenous groups are poor, compared with 44 percent of Guatemalans identifying as of other ethnicities.

In 1998, some Achi Guatemalans participated in an exchange with an IAF grantee that worked with the network of community museums in Oaxaca, Mexico. Three years later, the Achi founded the *Asociación de Museos Comunitarios Rabinal Achi*, also called Museo Achi. The museum is made up of four exhibits that travel among four communities in the municipality of Rabinal. Additionally, three rooms of the museum headquarters feature permanent displays of crafts, photos and artifacts, and music and dance performances. The municipality of Rabinal was founded by Bartolomé de las Casas, a 16th century priest who opposed the torture, enslavement and extermination of indigenous peoples by Spanish colonists. It was also the site of two of the worst massacres of indigenous communities during the civil war: Plan de Sánchez during which 200 Achi were slaughtered, and Rio Negro during which another 5,000 lives were taken. Hanging in Museo Achi are portraits of 300 victims of the massacres.

Objectives and Results

In 2003, Museo Achi received an IAF grant to further awareness of this history, to promote cultural identity and to form a new generation of community leaders. Activities included a series of workshops attended by 647 youths and 47 teachers from local schools. The Achi language is considered endangered, and many of the young participants had not used it much. As a result of the workshops, they reported speaking it more often. The grantee trained 52 individuals to use audiovisual equipment, and half of them developed videos about the environment, archeological sites, children and the history of their respective communities. Working with an anthropologist in a series of cultural workshops, 83 high school students developed a project to study traditional medicinal plants and produced an educational pamphlet. The grantee also conducted ecotourism workshops with 85 individuals who learned to be guides, drew up maps of local attractions and developed five tourist routes.

The museum established good relationships with various organizations: the Guatemalan Ministry of Culture assisted with promotional materials; the National Academy of Mayan Languages translated Achi materials into Spanish; the municipal government offered space; Zanameb University donated accounting services; the Technological Institute of Salama assigned interns to digitize photo archives; and Belgium’s Friends of the Museum contributed financial support.

Lessons

Cultural identity can be a key element of a development project. The Achi people of El Rabinal had suffered immensely. Their community museum can help them validate the past and move forward.

Because of the educational mission of the museum and the poverty of the communities it serves, activities are offered free of charge, which may not be sustainable. Near the end of the grant period, the museum’s members were developing strategies to generate income, such as marketing audiovisual services.

Communication

Close to 30,000 individuals reported or demonstrated their ability to express their ideas and views more clearly. One grantee working in Uruguay, Argentina, Paraguay and southern Brazil and several working in Ecuador accounted for 85 percent of those who had improved. Examples from 43 grantees in 13 countries include the following:

- *Asociación Minga Perú* worked with a network of rural women promoters in Amazon tributary communities resulting in 185 individuals who demonstrate improved communication skills. These indigenous women are effectively training community residents in health practices. The grantee trained 148 teachers who reported that they are better able to explain new subjects to their students.
- *Asociación de Participación Social y Ecológica Inspectores Honorarios de Vida Silvestre: Cordilleras el Canandé* is developing an environmental education program in communities of northeast Ecuador. Following training, its volunteer members have given talks and maintained relations with community organizations and businesses. These beneficiaries have applied what they learned in training to enforce environmental regulations and resolve land disputes. Beneficiaries show greater skill and interest in expressing their opinions in public fora and exchanges.
- *Formación Solidaria* trained 20 indigenous Bolivians who work at indigenous radio stations. They have improved at interviewing, acting out skits on civic participation and writing programs for the stations. They are helping to produce booklets on civic education.

Profile: Ecuador

Grantee: *Fundación Rainforest Rescue (FURARE)*

Project: **Conservation and Sustainable Management of Natural Resources in the Zapara Territory**

Grant Amount: \$221,950

Background

The Zapara Nation, whose name means “person of the forest”, is today one of the smallest indigenous groups in the Amazon Forest of Ecuador and Peru, but it was once the most populous, with 200,000 people comprising 39 linguistic groups. European diseases and forced displacement to make room for rubber trees caused the Zapara’s numbers to plummet at an alarming rate. By the 1940’s only one linguistic group remained. The borders set after the war of 1941 between Ecuador and Peru split the Zapara territory, further endangering the tribe. In the early 1970’s, leading anthropologists and historians declared the tribe extinct, but today several hundred survive in Ecuador and Peru. In 2004, the IAF awarded Fundación Rainforest Rescue a grant toward the conservation of the Zapara’s forest lands.

Objectives and Results

FURARE worked in cooperation with the Organization of the Zapara Nation (ONZAE) on the project’s three main objectives:

- The development of gardens and products using Analogous Forestry (AF) land management techniques;
- The restoration of the soil and erosion control; and
- The improvement of the organization and communication.

The work in four Amazonian communities of Llan-chamacocha, Jandianyacu, Mazaramu and Cuyacocha preserved some 320,000 hectares of rainforest, benefiting approximately 200 residents in the Zapara territory directly. Indirectly, an additional 30 percent of the 7,700 residents of neighboring indigenous

Table 6: Beneficiaries improving their ability to communicate

Country	Men	% of Total	Women	% of Total	Total
Argentina	43	41%	63	59%	106
Bolivia	322	42%	447	58%	769
Colombia	31	53%	27	47%	58
Ecuador	3,017	61%	1,918	39%	4,935
El Salvador	123	55%	101	45%	224
Guatemala	3	2%	147	98%	147
Honduras	445	50%	440	50%	885
Latin America *	9,500	48%	10,300	52%	19,800
Mexico	53	40%	80	60%	133
Panama	229	52%	213	48%	442
Paraguay	228	35%	432	65%	660
Peru	446	61%	287	39%	733
Venezuela	148	36%	258	64%	406
Total	14,588	50%	14,713	50%	29,301

* Data from one grantee working in Uruguay, Argentina, Paraguay and southern Brazil.

communities benefited from applying responsible farming techniques that they mastered through contact and exchanges with the leaders and representatives of FURARE and ONZAE. The grantee's specific accomplishments included the following:

- development of plots of one to three hectares in schools and on 30 family farms to teach AF as a means of restoring the health of 28 ecosystems in the territory, impacting biodiversity, nutrient cycling, soil and water conservation, and pest control;
- market studies and inventory of species to define the economic potential of various products grown in forest gardens;
- mastery by the Zapara of techniques to restore the soil and control erosion, including those using watershed buffers and territorial maps developed from Global Positioning Systems (GPS);

Zapara community leaders at a meeting in the Amazon.

Carlos Criollo

- the engagement of 200 Zapara in educational workshops on resolution of conflicts, leadership, project planning and evaluation, communication, organizational skills, and health practices;
- the involvement of 200 Zapara in the development and maintenance of an air strip allowing flights to reach the extremely isolated communities; and
- training in the installation and use of an emergency satellite telephone system, powered by solar panels, in every community.

Lessons

The grantee's most striking success has been the Zapara's application of AF techniques, which has dramatically improved overall productivity. Each

family is guided in the production of specific crops that will result in income and environmental benefits.

In addition to language barriers and the reluctance of the Zapara to engage with the outside world, the main challenge emerged from their focus on day-to-day activities instead of on schedules or plans. FURARE made substantial inroads and learned to synchronize objectives and goals to the rhythm of the Zapara. FURARE's willingness to adapt aided in earning trust and in continuing the work.



Problem-solving

In fiscal 2007, 35 grantees reported on problem-solving. Grantees in Ecuador and a regional grantee reported the most beneficiaries with better problem-solving skills.

Table 7: Beneficiaries improving their ability to solve problems

Country	Men	% of Total	Women	% of Total	Total
Argentina	296	40%	396	60%	665
Bolivia	68	30%	155	70%	223
Brazil	16	55%	13	45%	29
Colombia	682	78%	190	22%	872
Dominican Republic	56	29%	137	71%	193
Ecuador	3,624	59%	2,548	41%	6,172
El Salvador	189	42%	264	58%	453
Honduras	406	54%	345	46%	751
Latin America *	4,800	50%	4,750	50%	9,550
Panama	1,199	43%	1,607	57%	2,806
Paraguay	9	38%	15	62%	24
Peru	10	67%	5	33%	15
Uruguay	349	48%	381	52%	730
Venezuela	52	30%	123	70%	175
Total	11,729	56%	10,929	44%	22,658

* Data from one grantee working in Uruguay, Argentina, Paraguay and southern Brazil.

- *Consejo de Desarrollo del Sector Social de la Economía Regional de Intibucá* in Honduras focused on developing its members' organizational abilities. Each small business prepared rules and procedures for internal management, for example, hiring practices. The boards of some businesses have improved their functioning, including the execution of plans.
- *Apoyo para el Campesino-Indígena del Oriente Boliviano* is working with communities in eastern Bolivia on tropical forestry management as well as transparency and conflict resolution. Forestry committees are demonstrating more independence in solving problems such as the termination of a contract to market forest products. In three communities, assemblies meet to resolve any conflicts.

- *Centro Disciplinario de Derecho Social y Economía Política de la Universidad Católica Nuestra Señora de la Asunción* works in poor neighborhoods of Asunción, Paraguay, to train representatives of community organizations to promote legal rights and conflict resolution. Promoters organized a planning meeting with one neighborhood, and a committee formed to look at the problems of children and began to address them. In another community, a conflict over the use of a municipal sports field was resolved because promoters helped the parties reach an agreement benefiting both sides. The grantee has worked to attract volunteer professionals willing to be on call for the promoters to consult.

Ines Invernizzi



Paraguayan community organizers and residents enact a role play to initiate discussion on conflict resolution.

Innovation/Adaptability

The IAF defines innovation as the development of creative solutions using the materials and resources available and the application of new strategies or methods that integrate traditional and modern knowledge and practices. Beneficiaries of innovation, according to the IAF, include all individuals who gain from the application of such solutions, strategies or methods as a result of grantee activities. The indicator also includes the adoption of more effective ways to achieve grantee objectives. Twenty-two grantees reported data on this indicator.

- Peruvian artisans of *Centro para el Desarrollo Sostenible “CEDESOS”* have created new sweaters and shawls in response to the market demand for muted colors and simpler designs. Host families have constructed new beds and patio decor to attract tourists.
- In El Salvador, the cooperatives that comprise the *Asociación Salvadoreña de Desarrollo Campesino* introduced more shrimp into their tanks in order to help the trout to adapt to briny conditions. The pilot project had positive results, and now three tanks are using this method and are raising shrimp for sale. The beneficiaries attracted another organization to support their new plan to market shrimp.
- In Panama, *Fundación Barú Pro Desarrollo Socio Económico de la Comunidad* is producing and marketing bamboo and bamboo items and furthering conservation. Beneficiary farmers are learning to separate bamboo shoots for reproduction; some have started to grow ornamental bamboo to sell. Others learned to use tools and are fashioning artwork from bamboo.



Panamanian bamboo specialist, Jairo Gil, inspects nursery plantings.

Organizational Level

This section looks at grantee accomplishments in expanding their reach beyond the beneficiaries originally envisioned in the agreement with the IAF and toward sustaining the grantees' impact once IAF funding ends. It also examines efforts to forge new relationships conducive to providing the quality of goods and services required for project success.

Mobilizing/brokering resources

Resource mobilization refers to financial, material or human resources marshaled by the grantee from international, domestic or local sources, private and public.

Resources brokered refers to monetary, material or human resources that grantees obtained from individuals or domestic or international public or private entities and then channeled directly to grassroots organizations to support the project funded by the IAF, bypassing the grantees.

Table 8: Resources Mobilized

Source	Cash	In-Kind	Total
International businesses	\$9,939	\$65	\$10,004
International public sector	\$86,097	\$22,466	\$108,563
International private organizations	\$1,266,894	\$7,885	\$1,274,779
Other international organizations	\$198,292	\$25,619	\$223,911
Domestic businesses	\$181,412	\$12,875	\$194,287
Domestic governments	\$617,655	\$291,227	\$908,882
Other domestic organizations	\$160,524	\$40,905	\$201,429
Local businesses	\$584,029	\$42,064	\$626,093
Local public sector	\$51,756	\$277,446	\$329,202
Community contributions	\$134,761	\$108,157	\$242,918
Other local sources	\$487,293	\$68,341	\$555,634
Total	\$3,778,652	\$897,050	\$4,675,702

Table 9: Resources Brokered

Source	Cash	In-Kind	Total
International businesses	-	-	\$-
International public sector	\$72,872	\$56,833	\$129,705
International private organizations	\$123,577	\$200	\$123,777
Other international organizations	\$128,640	\$702	\$129,342
Domestic businesses	\$0	\$2,709	\$2,709
Domestic governments	\$41,730	\$186,071	\$227,801
Other domestic organizations	\$120,189	\$36,646	\$156,835
Local businesses	-	-	\$-
Local public sector	\$17,427	\$32,085	\$49,512
Community contributions	\$9,708	\$11,944	\$21,652
Other local sources	-	\$10,083	\$10,083
Total	\$514,143	\$337,273	\$851,416

In fiscal 2007 grantees mobilized more than \$4.6 million: \$3.8 million in cash and more than \$897,000 in kind. Resources brokered totaled more than \$850,000. IAF grantees raised a total of \$5.5 million or \$0.33 for every dollar invested by the IAF.

Overall, grantees mobilized the largest donations from international private organizations. Central governments were the second largest contributor of mobilized and brokered resources.

At the international level, non-profit organizations continued to be the most generous contributors.

- The Ford Foundation donated \$120,000 for a two-year project “Transnational Microbanking and Remittances” to *Asociación Mexicana de Uniones de Crédito del Sector Social A.C.* The grantee is working to develop microbanks and improve their services in an area characterized by high migration.
- Conservation International contributed more than \$79,000 to *Pronatura Chiapas A.C.* toward the Critical Ecosystem Partnership Fund for initiatives in conservation and fire management. The Mexican grantee’s aim is the protection of a lagoon ecosystem.

- The Kellogg Foundation provided \$72,000 to *Fundação Casa Grande* for offices for training in communications and the arts, as well as for a library and a repository for novels with photos and comic books. This complemented the Brazilian grantee's work helping the poor organize as entrepreneurs in the tourism sector.
- *Fundación para la Capacitación y Mejoramiento Social del Joven Torrense* received \$23,000 in a competition held by the Fundación Venezuela sin Límites. The funds were used to build a perimeter around the new aloe garden spa and restaurant under construction by the grantee. The site will provide employment for the youths trained by the grantee in management and making aloe products.

Grantees also mobilized or brokered more than \$1.2 million from domestic governments and more than \$391,500 from local governments.

- *Fundación ProVivienda Social* mobilized more than \$55,000 from the Argentine Housing Secretariat for home gas connections. The grantee is co-leading a community effort to extend basic services to poor neighborhoods.
- *Centro de Estudos e Promoção da Agricultura em Grupo* mobilized \$14,423 from the Ministry of Agricultural Development in Brazil for consumer education, a course in marketing as a group and a study on the sales potential of specific products. This complemented the grantee's work to bring about sustainable development based on agro-ecology for farmers in southern Brazil.
- *Programa Integral para el Desarrollo de Café* raised \$17,844 from INCAGRO, which works with the Peruvian Ministry of Agriculture, for APROCAT, a cacao producer association that is a beneficiary of the grantee's IAF-funded project supporting the export of organic cacao. The funds will be used to develop the association and to improve its production and marketing.
- *Alternare, A.C.*, which works with Mexican farmers, raised a total of \$10,964 from four businesses with nationwide operations for an evaluation of the grantee's organic method, the purchase of a new transformer and an adobe form and administrative costs.
- Two Argentine businesses contributed \$1,875 to *Fundación ph15 para las Artes* for training and promoting photo book sales. The grantee continues to teach young Argentines from shantytowns in Greater Buenos Aires to tell their stories through photography and other media, and improving their options for employment.

Profile: Jamaica

Grantee: People's Action for Community Participation (PACT)

Project: Grassroots Support for Economic & Community Development in Jamaica

Grant Amount: \$446,770

Background

PACT was founded in 1996 as a coalition of community-based and nongovernmental organizations to promote collaboration, partnership and mentoring among the agencies addressing poverty reduction.

One member agency, the Local Initiative for the Urban Environment (LIFE) had begun as a project of the United Nations Development Program to work with the urban poor on their problems. LIFE has supported small-scale community projects and promoted programs and policies supporting poor Jamaicans. PACT, working with LIFE, submitted a proposal to the IAF to develop the grassroots organizations benefiting low-income individuals throughout Jamaica. The grantee would also fund projects designed by these groups, following workshops to identify and prioritize local needs.

The domestic business sector supported IAF grantees with more than \$203,000.

- *Alternare, A.C.*, which works with Mexican farmers, raised a total of \$10,964 from four businesses with nationwide operations for an evaluation of the grantee's organic method, the purchase of a new transformer and an adobe form and administrative costs.

The IAF awarded PACT a grant in 2003. Shortly thereafter, LIFE became legally constituted and took over project activities, while PACT continued to manage the budget.

Objectives and Results

LIFE initially planned to work with 12 communities, but an amendment to its grant documented its reach to more than 75. LIFE worked with communities to assess needs, design development plans and apply for grants and credit to finance projects that included food-processing facilities, nature trails and multi-media centers, where young adults and others could learn computer and broadcasting skills.

Eight organizations with which LIFE worked have become legally constituted or are in the process of filing. The others still fall short of the stable membership of 21 people required to qualify as a legally constituted organization. LIFE has surveyed skills and resources in two communities to facilitate future community development efforts. It mobilized more than \$200,000 and brokered \$777,190, mostly in cash.

Once the funds were invested in a community effort, other donors became interested. LIFE reduced its risk by working with the communities and building up the groups. The unexpected additional funds enabled LIFE to ensure necessary training and set-up to get community economic ventures on good footing. The funding also allowed LIFE to provide grants to help organizations continue activities when loans failed to materialize.

Although support for community projects came through, LIFE has some difficulties in obtaining funding for its own administration and training. The grantee is considering how to address its need, possibly through charging for consultations on community development, as its reputation in this area has grown.

Lessons

- LIFE recognized the very multi-faceted nature of community development, which includes the need for more integration among groups and communities and collaborating with other organizations.

- When communities identified new businesses among their needs, LIFE recognized the requirement for business assessments and plans and market surveys, especially in less developed areas.

Rosemarie Moreken



Mr. Gordon leads the Jeffrey Town's Farmer Association with which LIFE worked. The group's multi-media center is being moved to the newly constructed second floor.

Local businesses and individual philanthropists made the two largest contributions at the local level, in particular, to two grantees in Mexico again this year. Cash donations to Mexican grantees account for 88 percent of the total mobilized.

- *Fundación del Empresariado Sonorense, A.C.* raised close to \$142,000 from various businesses in Sonora for its ongoing program of subgrants funding development initiatives.
- *Fundación Comunitaria de la Frontera Norte, A.C.*, received more than \$105,000 from businesses and individuals for grants supporting local development projects and regional planning in metropolitan Ciudad Juárez, across the border from El Paso.
- *Alternare, A.C.*, received close to \$10,000 from individuals, some contributing monthly by credit card, through a bank's collaboration, to support the grantee's work with farmers on the perimeter of the Monarch Butterfly Reserve.
- The public agri-business institute in Amaranate, Brazil, provided \$6,315 for the construction of an aviary and a pen at a rural educational center (where *Obras Sociais da Diocese de Imperatriz* is developing community-centered schools) and for training community development agents.

Partnering

By partnering, grantees can achieve outcomes not otherwise possible. This involves shared decisions and pooled resources to benefit a target group as well as challenges because of different interests, goals and resources. IAF grantees, who recognize the advantage of maximizing the impact of their investment and accessing a greater range of skills, reported partnering with 781 public and private organizations, domestic and foreign. Of these partnerships, 205 developed in fiscal 2007.

Table 10: Partnerships

Country	New Partnerships	Ongoing Partnerships
Argentina	61	287
Bolivia	42	225
Brazil	12	32
Caribbean	0	2
Colombia	6	10
Dominican Republic	5	2
El Salvador	9	18
Guatemala	2	6
Honduras	1	1
Latin America *	9	38
Mexico	1	31
Nicaragua	16	6
Panama	13	33
Paraguay	1	2
Peru	27	84
Venezuela	0	4
Total	205	781

* Data from one grantee working in Uruguay, Argentina, Paraguay and southern Brazil.

- In Paraguay, *Fundación Casa de Juventud* entered into agreements with the government of the Central Department to support the formation of four local youth councils. The grantee also worked on an agreement, with the city of Asunción, supporting the formation of neighborhood councils. These partnerships will help the grantee reach its goal of involving young people in local decision-making.
- *Fundación Corona* entered into cooperation agreements with the municipal government of Medellín, three business foundations, a public university and an NGO umbrella group. The partners will join the alliance for the Focus 2006-2009 Fund that supports subgrants for community-based organizations that are receiving technical assistance from the various partners.

- *Fundacion Salvadoreña para la Reconstrucción y el Desarrollo* partnered with four community committees (two in El Salvador and two hometown associations in Los Angeles) and with two municipal governments to support a pilot community development project. Young adults, many of whom returned from the U.S., are engaged in the new business endeavors.

Manuel Guillermo González



Colombian representatives and delegates from fund members meet to design plans for the Focus 2006-2009 Fund.

Microcredit

In fiscal 2007, 52 grantees in 15 countries extended loans to individuals who had no other access to affordable credit. The loans funded initiatives in agriculture, construction, manufacturing, business development, education and other areas.

Table 11: Loans Extended

Loan Category	Number	Average Loan Amount in US Dollars
Agriculture	2,788	\$445.53
Construction	1,245	\$550.48
Manufacturing	20,439	\$351.66
Business development	284,320	\$432.00
Education	30	\$480.52
Total	310,619	\$430.72

- In the Dominican Republic, the *Cooperativa de Servicios Múltiples de FEPROCA* extended 56 loans to small businesses.
- In Ecuador, *Fundación Mujer y Familia Andina* extended 26 loans for the purchase of chickens and pigs.
- In El Salvador, *Alianza para el Desarrollo de la Microempresa* extended 117 loans mostly to micro-enterprises selling goods and services.
- *Asociación Pobladores por el Desarrollo a Escala Humana en el Ámbito Local* facilitated home additions and repairs for 168 Nicaraguans, predominately women heads of household. Seventy five percent of the construction is directly related to improved sanitation and hygiene.

Profile: El Salvador

Grantee: *Asociación de Organizaciones de Microfinanzas (ASOMI)*

Project: Project to Institutionally Strengthen the Association of Microfinance Organizations

Grant Amount: \$461,190

Background

American entertainer Bob Hope defined a bank as a place that will lend you money if you can prove that you do not need it. But around the world, the idea of lending to those who cannot offer guarantees has been gaining acceptance. Microcredit organizations allow poor individuals, families and struggling entrepreneurs without collateral or a credit history to borrow small sums. The United Nations declared 2005 the International Year of Microcredit and in 2006 the Nobel Peace Prize was awarded to economist Muhammad Yunus, who had pioneered this concept in his native Bangladesh more than 30 years ago.

The IAF has been supporting microcredit programs developed and managed by Latin Americans since the 1970s. A recent example is its grant to ASOMI, which received a grant in 2003 to strengthen and expand its eight-member network of nongovernmental organizations extending loans to low-income individuals for their small and medium-sized enterprises in El Salvador.

ASOMI formed in 1998 as a network consisting of eight microfinance organizations. Recognizing that micro-enterprises comprise a major source of employment for thousands of Salvadorans, ASOMI sought to pool the technical and organizational resources of its members to serve those enterprises that could not obtain credit from banks. It also works with government entities to promote policies and regulations that benefit the microcredit sector. Several of ASOMI's members had been IAF grantees.

Objectives and Results

ASOMI approached the IAF with a proposal to develop a program to strengthen its eight members

and to incorporate an additional three. The membership would participate in workshops on and receive technical assistance in the best lending practices, new technologies, evaluation, the development of internal controls and other areas. Some 50,000 clients, 70 percent of them women, were expected to benefit from the improved services.

At the beginning of the grant period, ASOMI's members had a combined loan portfolio valued at \$19.7 million, 44 offices and 225 credit managers responsible for 48,391 clients of whom 46 percent were women. Shortly before the grant period ended, its members had increased to 11 organizations with a combined portfolio of \$79.9 million and 69 offices; 288 credit managers were responsible for 64,025 clients, 69 percent of them women. The grantee set up a data base through which its members could share information on their portfolios. The members designed and launched a Web page to promote their services; eight members launched individual Web pages. Staff from ASOMI's members participated in exchanges, fora and workshops with microlending institutions in Colombia, Peru, Chile, Nicaragua, Ecuador, Bolivia, Honduras and the U.S. A study of the strengths and needs of the members was conducted, and consultants were hired to research opportunities for growth, including the transfer of remittances, which the network pursued. Five members developed a transfer system and within two years they had served as a conduit for more than 30,000 transactions totaling more than \$8.5 million. The programs developed by ASOMI and its members were widely praised and received coverage in the major Salvadoran newspapers.

Lessons

ASOMI's organizational development improved microfinance services for tens of thousands of Salvadorans. The grantee not only improved existing services, but expanded into new areas. Its transfer service is now linked to its microlending activities, with clients able to use anticipated remittances as collateral for loans. ASOMI also encourages the investment of these resources in small enterprises.



Sharing Information

Grantees provide their members, officials, staff and beneficiaries access to information on policies, programs and finances. More than 71 percent of those reporting on the “access to information” indicator rated access high; the rest (eight grantees) rated access medium.

- *Asociación Nacional EcuMénica de Desarrollo* rated itself high in sharing information by, for example, providing clear and detailed data on its loan recipients to the organizations that also participate in and support the municipal five-year development plan. The plan resulted from the grantee’s pilot program for municipal-civil society collaboration on implementing local development strategies. The Bolivian grantee updates its staff through sharing credit and audit reports and holds meetings to update any new municipal authorities.
- *Instituto para o Desenvolvimento do Investimento Social* of Brazil practices management with a high degree of transparency through emphasizing the dissemination of information to beneficiaries through meetings, pamphlets and other means. The grantee reaches a wider audience with books and articles on community foundations. Its staff holds regular meetings and shares news through e-mail.
- *Centro Interdisciplinario de Derecho Social y Economía Política de la Universidad Católica Ntra. Sra. de la Asunción* held three planning meetings and an informational meeting in each community participating in its project. The Paraguayan grantee also distributed more than 1,500 invitations, flyers and pamphlets about the project and has reached out to university staff and students.

Participatory Decision-Making

Grantees consult with staff, partners and beneficiaries on decisions affecting project goals and operations. Two-thirds of those reporting on the “participatory decision-making” indicator rated themselves high, and

the remaining third rated themselves medium with five exceptions.

- *Associação de Moradores do Conjunto Palmeira* has formed teaching committees involving students and project coordinators to discuss project progress. The grantee arranges job training for young people and provides start-up loans for new entrepreneurs. It took part in fora that brought together local entrepreneurs and representatives of social and cultural groups to discuss the development of the neighborhood in Fortaleza, Brazil, including the training courses necessary.
- *Fundación para la Superación de la Pobreza* in Panama provides training and technical assistance for an indigenous Kuna community whose primary need is water. The grantee has held meetings with the community and its board of directors, and one result was the decision to finalize construction of a water storage tank.
- *Instituto para el Hombre, Agricultura y Ecología’s* consultations with the members of its project management committee helped the annual planning of its agro-forestry project in Bolivia. The committee is formed of representatives of the grantee, local farmer groups and the municipal government. The beneficiaries share their decisions on the project with the grantee’s work team, which then shares them with management. The grantee invites local and central government representatives to share information and generate policies on development.

Stela Moraes



Ms. Luciliana, left, owner of Mercado Mercantil Nobre in Fortaleza, offered 3 internships to students of Bairro Escola including her new employee Raquel, center.

Dissemination

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 2007, 45 percent of IAF grantees in 17 countries with IAF-funded projects undertook some sort of dissemination activity. Together they produced more than 5,000 pamphlets and brochures and distributed more than 120,000 copies. Some examples follow.

- *Asociación de Artesanos Andinos* received an invitation to exhibit its products at an international conference which was covered, along with the grantee, in a Bolivian newspaper. The grantee also has finalized its new Web page through which it has received requests for products and information.
- Argentina's *El Ceibal, A. C.* produced two pamphlets, one on the town and the grantee's location and the other on the designs of the grantee's weaver-beneficiaries. More than 100 copies were distributed to hotels, tourist centers and the tourism departments of the two provinces where the grantee operates. *El Ceibal* also produced and distributed more than 2,500 catalogues of the weavers' products.
- In Ecuador, *Corporación para el Desarrollo de los Recursos Naturales Renovables* conducted an informational campaign and environmental education toward a cleaner and healthier town. In another location, it launched a newsletter on the program for the protection of water quantity and quality.
- *Consejo de Desarrollo del Sector Social de la Economía* has disseminated information through a variety of means on its training and technical and marketing assistance for young microentrepreneurs. The Honduran grantee invited representatives from 43 businesses to its general meeting where it shared information on its activities and use of the IAF funds. A representative of the grantee was interviewed on local radio and television. The grantee distributed 1,000 catalogs on the products of a pine association it supports.

Profile: Peru

Grantee: *Centro Para el Desarrollo Sostenible (CEDESOS)*

Project: **Strengthening Rural Tourism and Handicrafts in the Capachica Peninsula, Puno, Peru**

Grant Amount: \$143,136

Background

Capachica Peninsula, located in the northwestern section of Lake Titicaca in Puno, Peru, is comprised of 16 districts populated by some 12,000 mostly indigenous residents. Most live in extreme poverty; more than 40 percent do not complete secondary education and more than 52 percent suffer from malnutrition. Nonetheless, these communities manage to maintain their rich culture, fashioning the crafts for which the area is known and preserving their traditions.

The peninsula's climate and stunning scenery, along with its traditional way of life, make it an ideal location for ecological tourism, which may enable residents to improve their quality of life.

CEDESOS was founded in 2003 to ensure the sustainable development of grassroots enterprises on the peninsula through training, technical assistance and research services. Endeavors supported by CEDESOS include community resource management, workshops to revive crafts and promotion of ecotourism sites. CEDESOS' membership consists of biologists, environmental scientists, economists, engineers, educators and businesspeople living in the department of Puno.

Objectives and Results

In 2004, the IAF awarded CEDESOS a grant to promote and develop ecological tourism in five communities of Capachica.

CEDESOS provided expert training, technical assistance, credit and promotional services to 250 residents (50 families) operating hostels and workshops in the coastal communities of Llachon, Ccotos, Siale, San Juan de Hilata and Escallani. The grantee as-

sisted with improving lodging, sightseeing tours, food service and crafts that the families hoped would attract a healthy flow of visitors. Since the inception of the project, tourism within the five communities is estimated to have increased five-fold.

With residents of the five communities, CEDESOS' technical team began to prepare business plans that fit into the municipal government's local development plan. A representative of the municipal government was assigned to coordinate support with CEDESOS. The municipality had limited resources, but it did have influence which it used to obtain support from the provincial government for infrastructure, road repairs, bridges, docks and water systems.

The business plans assisted the communities with the technical aspect of developing lodging and dining facilities, production and marketing of artisan crafts, conducting guided tours and cultural presentations, and the marketing of these services by local enterprises. A local bank, selected to administer the grantee's credit funds, extended small loans to the participants for the construction and upgrading of lodging and dining facilities and the improvement of community craft workshops.

The five communities founded a legally chartered entity, Asociación de Promoción del Turismo de Capachica (APROTUR), to negotiate marketing agreements with tour and travel agencies in Puno, Cusco and Lima and to solicit the support of Peru's Ministry of Tourism. APROTUR produced promotional materials, including flyers and pamphlets for each community and a video about the peninsula, and commissioned a Web site. APROTUR won over the Ministry of Tourism which agreed to incorporate the peninsula of Capachica into its own promotional materials (including brochures, posters, videos and Web sites), specifically highlighting the five communities' places to stay, dine and shop while visiting the region.

At the conclusion of the project, CEDESOS, with strong cooperation from the communities, APROTUR, the travel agencies and the municipal government of Capachica, had accomplished the following:

- Thirty-four families greatly improved their infrastructure for accommodating tourists, enabling 12

families to increase their annual income by between 15 and 20 percent, nine families to increase it by between 10 and 15 percent, eight families by between 5 and 10 percent and the remaining families capable of properly receiving tourists on their property.

- Thirty-two families directly associated with crafts used loans to improve their businesses and shops, resulting in an increase in income of between 5 and 20 percent.
- Ten positions were created for and filled by guides trained in basic English and French.
- In 2005, the peninsula experienced an increase of tourism of between 15 and 20 percent during Lake Titicaca's high-season running June through September.
- A Web page created to promote and market the peninsula of Capachica receives 10 to 15 hits per day from approximately 15 countries.
- A documentary promoting the attractions and services in Capachica was filmed and distributed to travel agencies and tourism organizations throughout Peru.
- Overall, 72 families are now directly or indirectly associated with the business of tourism and crafts.

Lessons

While the infrastructure of the peninsula has improved, more work is required to bring potable water to tourist lodgings. The region lacks Internet access, which prevents the residents and APROTUR from learning to manage and maintain their Web site and to use other Web-based promotion. CEDESOS currently provides these services, but will eventually pass them on to the residents of Capachica, who will require assistance.

A concern is the delicate balance between development and the environment. As businesses grow, incomes improve and more tourists arrive, the potential for jeopardizing the peninsula's pristine scenery increases. A solution, suggested by residents and CEDESOS, is the continued use of environmentally responsible methods of development, such as the use of solar panels and local, natural construction materials to preserve the natural beauty that continues to attract the tourists.

PART II: Editor's Note

The IAF recently completed its first update to the GDF since beginning its use in 1999. The goal was to make the tool easier to use, further improve collection and fully report on IAF-funded activities. The updated format allows for aggregating project data and comparing it to the grantees' goals. Indicators now are defined more clearly and include manifestations of intangible results. This should lead to a more uniform understanding by grantees and other users.

New indicators, such as one measuring the accommodation of the disabled, should yield data on a wider range of activities. The GDF has also been adapted for use in reporting on the results of subgrants awarded pursuant to agreements cofunded with RedEAmérica members. The updated GDF was tested earlier this year and is being used by grantees funded in fiscal 2008 and RedEAmérica members.

Appendix A — RedEAmérica

The IAF works with the Inter-American Network of Corporate Foundations and Actions for Grassroots Development (RedEAmérica), a business-sector alliance dedicated to supporting grassroots development in the Americas. In fiscal 2007, the IAF funded three bilateral cooperative agreements and amended two agreements from previous years with additional funding.

Corporación Consorcio para el Desarrollo's 2007 cooperative agreement allows the grantee to administer funds to help RedEAmérica members improve their skills at mobilizing resources. Activities include updating the RedEAmérica Web site and drafting a training manual. *Transparencia por Colombia* will create a Grassroots Development Fund to support grassroots organizations working toward access and transparency through community participation in public discussions of matters that directly influence the residents' lives. *Instituto de Ciudadania Empresarial*, one of 11 Brazilian members of RedEAmérica, will work toward doubling Brazilian membership in the network and creating a Brazilian Grassroots Development Fund.

The six RedEAmérica members in Argentina have created an Argentine fund, administered by *Fundación Arcor*. An amendment to Arcor's agreement will finance educational projects in Mendoza, Rosario, Maipú, Córdoba and Greater Buenos Aires. The amendment to the first agreement with *Corporación Consorcio para el Desarrollo*, which administers the Colombian National Fund, will support grassroots organizations throughout the country.

Sub-Grant Funding

The members of RedEAmérica, through both their individual grant programs and increasingly through nation-wide funds, provided more than 50 subgrants to support grassroots development. The subgrants last on average one year. Examples include the following:

Argentine members funded three subgrants to networks of grassroots organizations, giving priority to alliance building. Projects included an education project for young people in Maipu, curriculum improvement in Rosario and improvements to a community center in a neighborhood of Buenos Aires.



A fish vendor in María la Baja, Colombia, displays and sells fresh fish. Funds to purchase refrigeration and other equipment to keep the fish fresh and process them were given in a subgrant by *Corporación Consorcio para el Desarrollo*. RedEAmérica member *Fundación Restrepo Barco* provides technical assistance as part of the joint work under the Colombian National Fund.

Miguel Cuevas

In Brazil, *Fundação Coser* provided three subgrants to grassroots organizations in São Paulo, Minas Gerais and Espírito Santo working to support young entrepreneurs, a community association and a recycling project.

Instituto Holcim continued its support of the community foundation Associação Ortópolis Barroso and provided a subgrant to Associação Comunitaria Unidos da Coxa which used the money to equip its kitchen to increase the earning potential of its members.

In Colombia, *Asociación de Fundaciones Petroleras* provided more than 30 subgrants to rural grassroots organizations emphasizing income-generation and programs directed toward the increased participation of young people in the development of their communities.

The *Corporación Consorcio para el Desarrollo*, as administrator of the Colombian National Fund, provided 14 subgrants to grassroots organizations for institutional development, income-generation and networks of micro-entrepreneurs.

In Mexico, *Fundación Merced* provided three subgrants to fund the economic activities of a network of women from 10 communities, a tourism project and mushroom production by young people from communities in the Sierra Norte, Puebla.

Appendix B*

Table B1: Better Living Conditions and Change in Living Condition

Table B2: Dietary Improvements

Table B3: Medical Attention

Table B4a: Agricultural Skills Acquired

Table B4b: Agricultural Skills Applied

Table B5a: Manufacturing Skills Acquired

Table B5b: Manufacturing Skills Applied

Table B6a: Construction Skills Acquired

Table B6b: Construction Skills Applied

Table B7a: Environmental Knowledge/Skills Acquired

Table B7b: Environmental Knowledge/Skills Applied

Table B8a: Planning and Administration Skills Acquired

Table B8b: Planning and Administration Skills Applied

Table B9a: Marketing Knowledge/Skills Acquired

Table B9b: Marketing Knowledge/Skills Applied

Table B10a: Leadership Skills Acquired

Table B10b: Leadership Skills Applied

Table B11a: Civic Participation: Knowledge/Skills Acquired

Table B11b: Civic Participation: Knowledge/Skills Applied

Table B12a: Knowledge of the Legal System Acquired

Table B12b: Knowledge of the Legal System Applied

Table B13a: Financial Knowledge/Skills Acquired

Table B13b: Financial Knowledge/Skills Applied

Table B14a: Knowledge of the Political System Acquired

Table B14b: Knowledge of the Political System Applied

Table B15a: Knowledge of Health Practices Acquired

Table B15b: Knowledge of Health Practices Applied

Table B16: Knowledge Useful in Addressing Domestic Violence, Sexual Abuse and Drug Use Acquired

Table B17a: Resources Mobilized: International Sources

Table B17b: Resources Brokered: International Sources

Table B18a: Resources Mobilized: Domestic Sources

Table B18b: Resources Brokered: Domestic Sources

Table B19a: Resources Mobilized: Local Sources

Table B19b: Resources Brokered: Local Sources

Table B20: Dissemination Activities

* This appendix includes 35 tables reflecting additional information collected for this report. Tables B1 through B16 show data organized by country and by sex of the beneficiaries of IAF projects.

Table B1 - Better Living Conditions

Country	Men	%	Women	%	Total
Argentina	91	54%	78	46%	169
Bolivia	10,790	50%	10,783	50%	21,573
Brazil	708	48%	760	52%	1,468
Ecuador	34	44%	43	56%	77
El Salvador	561	54%	476	46%	1,037
Guatemala	21,588	46%	25,344	54%	46,922
Honduras	375	52%	341	48%	716
Latin America*	4,800	48%	5,200	52%	10,000
Mexico	529	43%	715	57%	1,244
Nicaragua	898	34%	1,735	66%	2,633
Panama	9,860	50%	10,044	50%	19,904
Peru	68	89%	8	11%	76
Venezuela	38	51%	37	49%	75
Total	50,340	48%	55,554	53%	105,894

* Includes Uruguay, Paraguay and southern Brazil

Change in Living Condition

Status	Men	Women	Total
Better	50,340	55,554	105,894
Same	19,722	19,789	39,511
Worse	0	0	0

Table B2 - Dietary Improvements

Country	Men	%	Women	%	Total
Bolivia	2,472	52%	2,322	48%	4,794
Brazil	571	51%	550	49%	1,121
El Salvador	60	43%	80	57%	140
Panama	3,309	49%	3,432	51%	6,741
Uruguay	14	88%	2	12%	16
Total	6,426	50%	6,386	50%	12,812

Table B3 - Medical Attention

Country	Men	%	Women	%	Total
Guatemala	6,480	47%	7,323	53%	13,803
Mexico	1,860	43%	2,478	57%	4,338
Panama	147	42%	206	58%	353
Uruguay	18	35%	34	65%	52
Total	8,505	46%	10,041	54%	18,546

Table B4a - Agricultural Skills Acquired				Table B4b - Agricultural Skills Applied							
Country	Men	%	Women	%	Total	Country	Men	%	Women	%	Total
Argentina	208	70%	91	30%	299	Argentina	74	56%	57	44%	131
Bolivia	7,087	65%	3,863	35%	10,950	Bolivia	3,547	68%	1,707	32%	5,254
Brazil	192	60%	128	40%	320	Brazil	63	25%	193	75%	256
Colombia	786	80%	202	20%	988	Colombia	748	80%	186	20%	934
Dominican Republic	209	77%	61	23%	270	Dominican Republic	75	65%	40	35%	115
Ecuador	1,732	79%	473	21%	2,205	Ecuador	763	62%	459	38%	1,222
El Salvador	719	61%	453	39%	1,172	El Salvador	342	60%	231	40%	573
Guatemala	550	58%	395	42%	945	Guatemala	424	69%	189	31%	613
Haiti	133	87%	17	13%	150	Haiti	104	89%	13	11%	117
Honduras	158	52%	145	48%	303	Honduras	367	63%	214	37%	581
Jamaica	23	79%	6	21%	29	Jamaica	23	79%	6	21%	29
Mexico	1,200	64%	683	36%	1,883	Mexico	4,441	64%	2,518	36%	6,959
Nicaragua	517	98%	13	2%	530	Nicaragua	305	72%	120	28%	425
Panama	595	57%	450	43%	1,045	Panama	713	58%	511	42%	1,224
Peru	4,569	61%	2,945	39%	7,514	Peru	1,594	70%	680	30%	2,274
Uruguay	113	52%	106	48%	219	Uruguay	88	55%	72	45%	160
Venezuela	61	45%	74	55%	135	Venezuela	133	63%	79	37%	212
Total	18,852	65%	10,105	35%	28,957	Total	13,804	65%	7,275	35%	21,079

Table B5a - Manufacturing Skills Acquired						Table B5b - Manufacturing Skills Applied					
Country	Men	%	Women	%	Total	Country	Men	%	Women	%	Total
Argentina	120	39%	190	61%	310	Argentina	46	45%	56	55%	102
Bolivia	1,088	24%	3,467	76%	4,555	Bolivia	214	21%	789	79%	1,003
Brazil	2	3%	68	97%	70	Brazil	74	28%	195	72%	269
Colombia	70	83%	14	17%	84	Ecuador	0	0%	42	100%	42
Ecuador	1,261	75%	410	25%	1,671	El Salvador	0	0%	82	100%	82
El Salvador	0	0%	180	100%	180	Guatemala	0	0%	57	100%	57
Guatemala	0	0%	456	100%	456	Honduras	0	0%	6	100%	6
Haiti	17	29%	41	71%	58	Jamaica	0	0%	22	100%	22
Honduras	12	29%	29	71%	41	Latin America *	700	45%	850	55%	1,550
Jamaica	3	9%	32	91%	35	Mexico	107	10%	944	90%	1,051
Latin America *	750	47%	850	53%	1,600	Panama	86	12%	658	88%	744
Mexico	49	14%	304	86%	353	Peru	215	26%	621	74%	836
Nicaragua	18	46%	21	54%	39	Uruguay	0	0%	4	100%	4
Panama	19	26%	54	74%	73	Venezuela	31	37%	52	63%	83
Peru	295	19%	1,246	81%	1,541						
Uruguay	0	0%	12	100%	12	Total	1,473	25%	4,378	75%	5,851
Venezuela	27	56%	21	44%	48						
Total	3,731	34%	7,395	66%	11,126						

* Includes Uruguay, Paraguay and southern Brazil

Table B6a - Construction Skills Acquired

Country	Men	%	Women	%	Total
Argentina	19	100%	0	0%	19
Bolivia	78	47%	88	53%	166
Colombia	3	50%	3	50%	6
El Salvador	11	65%	6	35%	17
Latin America *	300	55%	250	45%	550
Mexico	25	32%	53	78%	78
Nicaragua	137	26%	391	76%	528
Panama	76	84%	14	16%	90
Peru	155	49%	162	51%	317
Uruguay	8	36%	14	64%	22
Venezuela	4	100%	0	0%	4
Total	816	45%	981	55%	1,797

*Includes Uruguay, Paraguay and southern Brazil

Table B6b - Construction Skills Applied

Country	Men	%	Women	%	Total
Argentina	15	100%	0	0%	15
Bolivia	244	56%	192	44%	436
Brazil	46	55%	37	45%	83
El Salvador	8	13%	54	87%	62
Latin America *	230	70%	100	30%	330
Mexico	142	48%	154	52%	296
Nicaragua	9	8%	102	92%	111
Panama	181	50%	185	50%	366
Peru	180	77%	55	23%	235
Uruguay	7	50%	7	50%	14
Venezuela	67	89%	8	11%	75
Total	1,129	56%	894	44%	2,033

Table B7a - Environmental Knowledge/Skills Acquired

Country	Men	%	Women	%	Total
Argentina	300	52%	281	48%	581
Bolivia	135	71%	55	29%	190
Brazil	208	55%	168	45%	376
Colombia	753	80%	194	20%	947
Ecuador	2,185	65%	1,180	35%	3,365
El Salvador	65	50%	65	50%	130
Guatemala	502	56%	398	44%	900
Mexico	158	46%	182	54%	340
Panama	388	56%	304	44%	692
Peru	130	47%	149	53%	279
Uruguay	12	63%	7	37%	19
Venezuela	46	58%	33	42%	79
Total	4,882	62%	3,016	38%	7,898

Table B7b - Environmental Knowledge/Skills Applied

Country	Men	%	Women	%	Total
Argentina	372	41%	533	59%	905
Bolivia	279	65%	147	35%	426
Brazil	269	50%	271	50%	540
Colombia	748	80%	186	20%	934
Dominican Republic	55	76%	17	24%	72
Ecuador	2,122	65%	1,161	35%	3,283
El Salvador	171	55%	138	45%	309
Guatemala	172	87%	26	13%	198
Mexico	246	72%	96	28%	342
Nicaragua	120	57%	90	43%	210
Panama	851	57%	635	43%	1,486
Peru	83	55%	69	45%	152
Uruguay	6	50%	6	50%	12
Venezuela	120	63%	70	37%	190
Total	5,614	62%	3,445	38%	9,059

Table B8a - Planning and Administrative Skills Acquired

Country	Men	%	Women	%	Total
Argentina	880	49%	898	51%	1,778
Bolivia	694	22%	2,454	78%	3,148
Brazil	202	41%	293	59%	495
Colombia	62	53%	54	47%	116
Dominican Republic	0	0%	158	100%	158
Ecuador	584	42%	795	58%	1,379
El Salvador	572	38%	931	62%	1,503
Guatemala	339	47%	386	53%	725
Haiti	466	23%	270	77%	736
Honduras	32	48%	34	52%	66
Jamaica	13	68%	6	32%	19
Latin America *	300	40%	450	60%	750
Mexico	437	46%	521	54%	958
Nicaragua	234	56%	182	44%	416
Panama	703	62%	436	38%	1,139
Paraguay	114	47%	128	53%	242
Peru	4,501	54%	3,878	46%	8,379
Uruguay	70	47%	80	53%	150
Venezuela	121	39%	192	61%	313
Total	10,324	46%	12,146	54%	22,470

* Includes Uruguay, Paraguay and southern Brazil

Table B8b - Planning and Administrative Skills Applied

Country	Men	%	Women	%	Total
Argentina	1,370	51%	1,300	49%	2,670
Bolivia	666	59%	463	41%	1,129
Brazil	403	39%	635	61%	1,038
Colombia	61	63%	35	37%	96
Dominican Republic	0	0%	45	100%	45
Ecuador	493	48%	530	52%	1,023
El Salvador	520	47%	598	53%	1,118
Guatemala	230	43%	300	57%	530
Honduras	1	33%	2	67%	3
Jamaica	13	68%	6	32%	19
Latin America *	850	40%	1,280	60%	2,130
Mexico	1,294	48%	1,383	52%	2,677
Panama	594	52%	547	48%	1,141
Paraguay	147	53%	128	47%	275
Peru	518	67%	255	33%	773
Uruguay	22	43%	29	57%	51
Venezuela	169	42%	238	58%	407
Total	7,351	49%	7,774	51%	15,125

Table B9a - Marketing Knowledge/Skills Acquired

Country	Men	%	Women	%	Total
Argentina	68	32%	144	68%	212
Bolivia	190	18%	853	82%	1,043
Brazil	79	32%	168	68%	247
Dominican Republic	19	100%	0	0%	19
Ecuador	1,265	71%	520	29%	1,785
El Salvador	184	34%	355	66%	539
Guatemala	223	44%	286	56%	509
Haiti	6	86%	1	14%	7
Honduras	67	51%	65	49%	132
Latin America *	100	20%	400	80%	500
Mexico	143	82%	32	18%	175
Nicaragua	23	40%	34	60%	57
Panama	82	57%	61	43%	143
Peru	253	54%	213	46%	466
Uruguay	20	44%	25	56%	45
Venezuela	54	45%	65	55%	119
Total	2,776	46%	3,222	54%	5,998

Table B9b - Marketing Knowledge/Skills Applied

Country	Men	%	Women	%	Total
Argentina	53	18%	247	82%	300
Bolivia	12	71%	5	29%	17
Brazil	107	35%	203	65%	310
Colombia	70	83%	14	17%	84
Dominican Republic	6	100%	0	0%	6
Ecuador	46	90%	5	10%	51
El Salvador	505	40%	746	60%	1,251
Guatemala	7	25%	21	75%	28
Honduras	286	61%	180	39%	466
Latin America *	450	50%	450	50%	900
Mexico	142	30%	335	70%	477
Nicaragua	149	81%	35	19%	184
Panama	398	42%	539	58%	937
Peru	184	59%	130	41%	314
Venezuela	78	52%	73	49%	151
Total	2,493	46%	2,983	54%	5,476

* Includes Uruguay, Paraguay and southern Brazil

Table B10a - Leadership Skills Acquired

Country	Men	%	Women	%	Total
Argentina	2,641	57%	2,003	43%	4,644
Bolivia	269	49%	285	51%	554
Brazil	111	42%	156	58%	267
Colombia	376	67%	188	33%	564
Dominican Republic	9	10%	81	90%	90
Ecuador	527	42%	738	58%	1,265
El Salvador	51	50%	52	50%	103
Guatemala	223	41%	327	59%	550
Honduras	8	67%	4	33%	12
Latin America *	650	43%	850	57%	1,500
Mexico	69	55%	57	45%	126
Nicaragua	20	23%	66	77%	86
Panama	929	58%	680	42%	1,609
Paraguay	110	35%	201	65%	311
Peru	137	59%	97	41%	234
Uruguay	16	62%	10	38%	26
Venezuela	156	37%	266	63%	422
Total	6,302	51%	6,061	49%	12,363

Table B10b - Leadership Skills Applied

Country	Men	%	Women	%	Total
Argentina	1,129	51%	1,079	49%	2,208
Bolivia	146	67%	72	33%	218
Brazil	243	43%	316	57%	559
Colombia	3	50%	3	50%	6
Ecuador	462	55%	382	45%	844
El Salvador	115	46%	136	54%	251
Guatemala	232	41%	334	59%	566
Honduras	2	67%	1	33%	3
Latin America*	1,150	48%	1,250	52%	2,400
Mexico	41	28%	104	72%	145
Nicaragua	25	41%	36	59%	61
Panama	737	49%	775	51%	1,512
Paraguay	216	44%	277	56%	493
Peru	160	65%	85	35%	245
Uruguay	11	61%	7	39%	18
Venezuela	156	40%	237	60%	393
Total	4,828	49%	5,094	51%	9,922

* Includes Uruguay, Paraguay and southern Brazil

Table B11a - Civic Participation: Knowledge/Skills Acquired

Country	Men	%	Women	%	Total
Argentina	6,667	42%	9,288	58%	15,955
Bolivia	1,027	20%	4,201	80%	5,228
Brazil	214	37%	362	63%	576
Colombia	62	53%	54	47%	116
Ecuador	2,425	80%	596	20%	3,021
Guatemala	417	34%	802	66%	1,219
Jamaica	0	0%	2	100%	2
Latin America *	17	74%	6	26%	23
Mexico	45	19%	191	81%	236
Nicaragua	132	49%	137	51%	269
Panama	303	55%	244	45%	547
Paraguay	110	35%	201	65%	311
Peru	95	57%	72	43%	167
Uruguay	454	43%	591	57%	1,045
Venezuela	109	31%	243	69%	352
Total	12,077	42%	16,990	58%	29,067

Table B11b - Civic Participation: Knowledge/Skills Applied

Country	Men	%	Women	%	Total
Argentina	904	44%	1,170	56%	2,074
Bolivia	117	33%	237	67%	354
Brazil	123	51%	117	49%	240
Colombia	31	53%	27	47%	58
Ecuador	1,410	69%	628	31%	2,038
El Salvador	0	0%	5	100%	5
Jamaica	0	0%	2	100%	2
Mexico	94	38%	156	62%	250
Nicaragua	30	67%	15	33%	45
Panama	241	43%	324	57%	565
Paraguay	283	36%	501	64%	784
Peru	78	70%	34	30%	112
Uruguay	325	44%	416	56%	741
Venezuela	97	38%	157	62%	254
Total	3,733	50%	3,789	50%	7,522

* Includes Uruguay, Paraguay and southern Brazil

Table B12a - Knowledge of the Legal System Acquired

Country	Men	%	Women	%	Total
Argentina	486	42%	665	58%	1,151
Bolivia	329	59%	229	41%	558
Brazil	46	47%	51	53%	97
Colombia	2	20%	8	80%	10
Ecuador	150	65%	81	35%	231
Honduras	8	47%	9	53%	17
Latin America*	200	36%	350	64%	550
Mexico	0	0%	4	100%	4
Nicaragua	37	21%	142	79%	179
Panama	51	68%	24	32%	75
Paraguay	42	35%	79	65%	121
Peru	114	63%	68	37%	182
Uruguay	20	38%	32	62%	52
Venezuela	60	39%	93	61%	153
Total	1,545	46%	1,835	54%	3,380

* Includes Uruguay, Paraguay and southern Brazil

Table B12b - Knowledge of the Legal System Applied

Country	Men	%	Women	%	Total
Argentina	812	46%	954	54%	1,766
Bolivia	36	84%	7	16%	43
Brazil	103	40%	153	60%	256
Ecuador	40	80%	10	20%	50
Honduras	4	44%	5	56%	9
Latin America*	450	60%	300	40%	750
Mexico	111	63%	65	37%	176
Nicaragua	5	100%	0	0%	5
Panama	150	36%	270	64%	420
Paraguay	13	31%	29	69%	42
Uruguay	10	40%	15	60%	25
Venezuela	74	33%	150	67%	224
Total	1,808	48%	1,958	52%	3,766

Table B13a - Financial Knowledge /Skills Acquired

Country	Men	%	Women	%	Total
Argentina	211	63%	126	37%	337
Brazil	86	30%	204	70%	290
Colombia	3	60%	2	40%	5
Dominican Republic	3	8%	34	92%	37
Ecuador	51	69%	23	31%	74
El Salvador	259	39%	397	61%	656
Guatemala	220	61%	141	39%	361
Jamaica	41	26%	116	74%	157
Latin America*	150	38%	250	62%	400
Mexico	8	21%	31	79%	39
Nicaragua	80	22%	282	78%	362
Panama	141	55%	116	45%	257
Peru	353	68%	163	32%	516
Venezuela	19	13%	123	87%	142
Total	1,625	45%	2,008	55%	3,633

Table B13b -Financial Knowledge/Skills Applied

Country	Men	%	Women	%	Total
Argentina	649	54%	558	46%	1,207
Bolivia	18	75%	6	25%	24
Brazil	236	43%	319	57%	555
Dominican Republic	37	84%	7	16%	44
Ecuador	51	78%	14	22%	65
El Salvador	294	39%	466	61%	760
Honduras	102	56%	81	44%	183
Jamaica	24	21%	89	79%	113
Latin America*	150	36%	270	64%	420
Mexico	231	50%	231	50%	462
Nicaragua	9	8%	102	92%	111
Panama	202	51%	192	49%	394
Peru	242	60%	161	40%	403
Venezuela	6	67%	3	33%	9
Total	2,251	47%	2,499	53%	4,750

* Includes Uruguay, Paraguay and southern Brazil

Table B14a - Knowledge of the Political System Acquired

Country	Men	%	Women	%	Total
Argentina	4,572	41%	6,593	59%	11,165
Bolivia	27	2%	1,263	98%	1,290
Brazil	23	21%	88	89%	111
Dominican Republic	6	7%	79	93%	85
Guatemala	0	0%	76	100%	76
Latin America*	350	42%	480	58%	830
Nicaragua	10	83%	2	17%	12
Peru	166	67%	80	33%	246
Uruguay	10	63%	79	37%	16
Venezuela	102	34%	202	66%	304
Total	5,266	37%	8,869	63%	14,135

* Includes Uruguay, Paraguay and southern Brazil

Table B14b - Knowledge of the Political System Applied

Country	Men	%	Women	%	Total
Argentina	710	50%	718	50%	1,428
Bolivia	27	26%	76	74%	103
Brazil	2	2%	89	98%	91
Colombia	366	70%	158	30%	524
Dominican Republic	0	0%	93	100%	93
El Salvador	7	78%	2	22%	9
Guatemala	6	43%	8	57%	14
Latin America*	250	45%	300	55%	550
Mexico	1	100%	0	0%	1
Nicaragua	6	86%	1	14%	7
Panama	60	25%	184	75%	244
Uruguay	5	63%	3	37%	8
Venezuela	75	33%	149	67%	224
Total	1,515	46%	1,781	54%	3,296

Table B15a - Knowledge of Good Health Practices Acquired

Country	Men	%	Women	%	Total
Argentina	1,460	60%	960	40%	2,420
Brazil	10	23%	34	77%	44
Ecuador	17	10%	145	90%	162
El Salvador	16	53%	14	47%	30
Guatemala	2	1%	213	99%	215
Latin America*	250	89%	30	11%	280
Mexico	87	23%	291	77%	378
Nicaragua	12	7%	156	93%	168
Panama	2	50%	2	50%	4
Paraguay	42	35%	79	65%	121
Uruguay	11	19%	47	81%	58
Venezuela	42	48%	45	52%	87
Total	1,951	49%	2,016	51%	3,967

* Includes Uruguay, Paraguay and southern Brazil

Table B15b - Knowledge of Good Health Practices Applied

Country	Men	%	Women	%	Total
Bolivia	13	45%	16	55%	29
Brazil	42	29%	104	71%	146
Ecuador	20	18%	89	82%	109
El Salvador	8	53%	7	47%	15
Guatemala	3	2%	146	98%	149
Latin America*	80	42%	110	58%	190
Mexico	1,946	29%	4,689	71%	6,635
Panama	17	43%	23	57%	40
Paraguay	13	31%	29	69%	42
Peru	35	33%	72	67%	107
Uruguay	17	50%	17	50%	34
Venezuela	18	23%	61	77%	79
Total	2,212	29%	5,363	71%	7,575

Table B16 - Knowledge Acquired about the Prevention of Domestic Violence, Sexual Abuse and Drug Use

Country	Men	%	Women	%	Total
Bolivia	27	5%	536	95%	563
Brazil	53	54%	46	46%	99
Dominican Republic	146	29%	364	71%	510
Ecuador	314	46%	371	54%	685
Guatemala	0	0%	280	100%	280
Latin America *	300	43%	400	57%	700
Mexico	296	42%	405	58%	701
Paraguay	110	35%	201	65%	311
Uruguay	34	43%	45	57%	79
Venezuela	141	35%	264	65%	405
Total	1,421	33%	2,912	67%	4,333

* Includes Uruguay, Paraguay and southern Brazil

Table B17a - Resources Mobilized: International Sources

Country	International											
	Businesses		Public sector		Private organizations		Other institutions		Total			
	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind		
Argentina		\$65	\$950	\$1,500	\$774,918	\$3,885	\$110,215	\$4,584	\$886,083	\$10,033		
Bolivia			\$4,000		\$28,736			\$411	\$32,736	\$411		
Brazil			\$3,965		\$72,000		\$59,890		\$135,855			
Colombia	\$9,417		\$4,744						\$14,161			
Dominican Republic												
Ecuador				\$800	\$15,000			\$9,750	\$15,000	\$10,550		
El Salvador												
Guatemala												
Haiti												
Honduras												
Jamaica												
Latin America*			\$2,500		\$3,299				\$5,799			
Mexico	\$522		\$69,939		\$351,164		\$13,067		\$434,691			
Nicaragua					\$1,500		\$5,604		\$7,104			
Panama				\$19,800						\$19,800		
Paraguay					\$2,000	\$4,000		\$2,000	\$2,000	\$6,000		
Peru					\$18,276		\$9,516	\$8,874	\$27,792	\$8,874		
Uruguay										\$366		
Venezuela												
Total	\$9,939	\$65	\$86,097	\$22,466	\$1,266,894	\$7,885	\$198,292	\$25,619	\$1,561,221	\$56,034		

* Includes Uruguay, Paraguay and southern Brazil

Table B17b - Resources Brokered: International Sources

Country	International									
	Businesses		Public sector		Private non-profit organizations		Other institutions		Total	
	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind
Argentina						\$200				\$200
Bolivia								\$100		\$100
Colombia			\$70,872						\$70,872	
Ecuador					\$9,310				\$9,310	
El Salvador					\$6,000		\$10,860	\$438	\$16,860	\$438
Haiti					\$92,817				\$92,817	
Latin America*			\$2,000						\$2,000	
Mexico							\$39,064		\$39,064	
Peru				\$56,833	\$15,450		\$78,716	\$164	\$94,166	\$56,997
Total	-	-	\$72,872	\$56,833	\$123,577	\$200	\$128,640	\$702	\$325,089	\$57,735

* Includes Uruguay, Paraguay and southern Brazil

Table B18a - Resources Mobilized: Domestic Sources

Country	Domestic									
	Businesses		Public sector		Other institutions		Total			
	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind		
Argentina	\$7,323	\$10,160	\$196,813	\$9,985	\$14,108	\$2,053	\$218,244	\$22,197		
Bolivia					\$6,753	\$135	\$6,753	\$135		
Brazil	\$1,158		\$14,423	\$7,678	\$5,000	\$1,887	\$20,581	\$9,565		
Colombia	\$108,159						\$108,159			
Dominican Republic				\$2,944				\$2,944		
Ecuador				\$3,500				\$3,500		
Honduras				\$116,211				\$116,211		
Jamaica					\$31,094		\$31,094			
Latin America *				\$4,200				\$4,200		
Mexico	\$39,123		\$367,031		\$89,273		\$495,427			
Nicaragua		\$750	\$900		\$1,446		\$2,346	\$750		
Panama	\$150			\$133,739	\$445		\$595	\$133,739		
Paraguay			\$1,800			\$80	\$1,800	\$80		
Peru	\$2,500		\$36,688		\$12,406		\$51,594			
Uruguay		\$1,500		\$6,970		\$36,750		\$45,220		
Venezuela	\$23,000	\$465		\$6,000			\$23,000	\$6,465		
Total	\$181,412	\$12,875	\$617,655	\$291,227	\$160,524	\$40,905	\$959,591	\$345,007		

* Includes Uruguay, Paraguay and southern Brazil

Table B18b - Resources Brokered: Domestic Sources

Country	Domestic									
	Businesses		Public sector		Other institutions		Total			
	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind		
Bolivia						\$350			\$350	
Colombia					\$7,590	\$31,201		\$7,590	\$31,201	
Ecuador			\$25,042					\$25,042		
El Salvador				\$12,465					\$12,465	
Honduras					\$1,189			\$1,189		
Jamaica		\$2,709		\$4,724	\$96,850			\$96,850	\$7,433	
Mexico			\$16,688	\$200		\$95		\$16,688	\$295	
Panama						\$5,000			\$5,000	
Peru				\$168,682	\$14,560			\$14,560	\$168,682	
Total	\$0	\$2,709	\$41,730	\$186,071	\$120,189	\$36,646	\$161,919	\$225,426		

Table B19a - Resources Mobilized: Local Sources

Country	Local											
	Businesses		Public sector		Communities		Other institutions		Total			
	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind		
Argentina		\$10,000		\$177,373		\$15,869		\$2,599		\$205,841		
Bolivia						\$261				\$261		
Brazil		\$186	\$6,315	\$33,184	\$6,849	\$8,740		\$1,838	\$13,164	\$43,948		
Caribbean							\$7,044		\$7,044			
Colombia			\$1,660						\$1,660			
Ecuador		\$1,000		\$1,248						\$2,248		
Haiti					\$125,558				\$125,558			
Latin America*		\$1,000								\$1,000		
Mexico	\$583,629	\$29,878	\$39,048	\$95	\$2,120		\$479,649	\$52,574	\$1,104,446	\$82,547		
Nicaragua							\$600	\$390	\$600	\$390		
Panama				\$63,670		\$61,138				\$124,808		
Paraguay	\$400			\$1,876		\$4,928		\$7,000	\$400	\$13,804		
Peru			\$4,500					\$600	\$4,500	\$600		
Uruguay						\$16,521		\$1,950		\$18,471		
Venezuela			\$233		\$233	\$700		\$1,389	\$466	\$2,089		
Total	\$584,029	\$42,064	\$51,756	\$277,446	\$134,761	\$108,157	\$487,293	\$68,341	\$1,257,839	\$496,007		

* Includes Uruguay, Paraguay and southern Brazil

Table B19b - Resources Brokered: Local Sources

Country	Local									
	Businesses		Public sector		Communities		Other institutions		Total	
	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind
Argentina							\$160			\$160
Bolivia				\$7,694	\$177	\$2,673	\$1,428		\$177	\$11,795
Colombia			\$7,827	\$11,924					\$7,827	\$11,924
El Salvador					\$9,531				\$9,531	
Jamaica				\$2,968						\$2,968
Latin America *			\$8,000						\$8,000	
Mexico			\$1,600	\$295		\$1,051	\$8,495		\$1,600	\$9,842
Panama				\$9,204		\$8,220				\$17,424
Total	\$0	\$0	\$17,427	\$32,085	\$9,708	\$11,944	\$0	\$10,083	\$27,135	\$54,113

Table B20 - Dissemination Activities

Country	Speeches/ present- ations	Radio/ television interviews	Pamphlets/ brochures		Magazine/ newspaper articles	News releases	Books		Videos/movies		CD Roms		Other Products	
			Produced	Distri- buted			Written	Distri- buted	Produced	Distri- buted	Produced	Distri- buted	Produced	Distri- buted
Argentina	61	156	34	38,266	58	268	6	956	7	675	3	85	548	32,306
Bolivia	12	39	18	7,433	39	9	4	1,770	1	16			65	6,762
Brazil	95	35	8	21,200	20	45	1	140	24				8	9,274
Colombia	19													
Dominican Republic	9	16	2	560	5								3	169
Ecuador		13	11		5	4			1				1	
El Salvador	19	53	11	6,910	1		1	225	7	17			35	3,279
Guatemala	3	50	6				1		3					
Honduras	1	5	1	1,000										
Jamaica	4													
Latin America*	800	400	150	3,000	201	250							3	11,500
Mexico	335	40	11	4,722	45	59			1		14	87	42	4,195
Nicaragua	43	51	3	470									36	3,804
Panama	37	14	14	3,220	10	1							31	13,439
Paraguay	72	46	4,700	7,313	4	9	1	150	3	3	2	10	12	11,475
Peru	70	112	61	25,360	6	47	7	3,600			16	192	39	12,703
Uruguay	33	5			1	7							3	
Venezuela	84	10	8	1,030	6	6			1	30	2	80	18	1,184
Total	1,697	1,045	5,038	120,484	401	705	21	6,841	48	741	37	454	844	110,090

* Includes Uruguay, Paraguay and southern Brazil

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