



Inter-American
Foundation

Fiscal Year 2003 Grants Results Report



THE INTER-AMERICAN FOUNDATION

GRANT RESULTS REPORT FISCAL YEAR 2003

October 1, 2002 to September 30, 2003



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Introduction

The Inter-American Foundation (IAF) is an independent agency of the United States government, established under the Foreign Assistance Act of 1969. Its mission is to promote sustainable grassroots development throughout Latin America and the Caribbean. Unlike other official foreign assistance agencies, the IAF neither channels its resources through governments nor designs programs or projects. Instead, the IAF awards grants directly to grassroots and community-based organizations to help them implement their own creative ideas for development and poverty reduction.

Projects are selected for funding based on their potential to become self-sustaining and to generate concrete results that improve poor people's lives. Since beginning operations in 1972, the IAF has made 4,464 grants for more than \$557 million. Among the efforts supported have been agricultural cooperatives, small urban enterprises and intermediary organizations that provide grassroots groups with credit, technical assistance, training and marketing assistance. In FY-03, the largest portion of IAF's funding was invested in business development (\$5.6 million), followed by food production and agriculture (\$3.0 million), education (\$2.8 million), corporate social investment (\$2.0 million), community services (\$1.3 million) and eco-development (\$600,000).

Reporting Results

The IAF strives to provide specific evidence of success by systematically tracking the results of its projects. As an experimental development institution, the IAF is deeply committed to learning from the projects it sponsors. Careful documentation of results is, therefore, of paramount importance.

Documenting the tangible results of grassroots funding, however, has not been easy. Anticipated outcomes of grassroots projects occur over time and many appear well after grants have expired. Additional challenges stem from grantees' diversity, the amount and duration of the grants awarded, type of beneficiaries, and also from a broad array of project goals, activities and locations. Heterogeneity of cultures, languages and political contexts adds complexity to attempts to standardize criteria and, subse-

quently, generalize from findings across Latin America and the Caribbean.

The Grassroots Development Framework

To meet these challenges, 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 directly observable, *tangible* results of the projects as well as the subtler *intangible* effects and levels of impact on the individuals involved, the group and the community. Tangible results are palpable, but intangible results, such as the assumption of leadership roles or heightened self-confidence, are no less vital factors that influence current and future development initiatives.

Tracking these indicators over time allows subsequent analysis of project results and documents the IAF's work for reporting to agencies to which the IAF is accountable. Knowledge of the indicators also helps the grantees stay focused on their goals; information on these indicators provides feedback to them and to Foundation staff. We also hope it can provide lessons that individuals, groups and communities may apply in their processes of organizing and associating in the future for their own improvement.

Data Collection

The data presented in this report are collected by the grantees as part of their respective grant agreements with the IAF. Grantees forward their project results to the IAF every six months during the life of their project. A cadre of in-country data verifiers contracted by the IAF then corroborates the results submitted and forwards the validated data to the IAF along with comments on whatever facilitated or impeded achievement of objectives.

The current group of IAF data verifiers has been visiting grantees and their beneficiaries for the past three years. In addition, data verifiers participate with IAF Evaluation Office staff in an annual conference where they review data collection techniques and concepts and discuss problems encountered in the field. Their on-site experience with grantees and their



participation at the conference, help them hone their skills, resulting in more accurate reporting.

Main Indicators

In FY-03, the IAF tracked eight indicators related to the IAF's Strategic Plan:

Acquisition of knowledge and/or skills

One of the IAF's goals is to support self-help efforts designed to increase opportunities for individual development. Consequently, most IAF-funded projects have a training component to increase the capabilities and skills of individuals and families. In FY-03, the number of individuals registered in grantee sponsored courses, workshops and seminars exceeded 38,000 in finance, 32,000 in agriculture and environment-related topics, 18,000 in business administration and 16,000 in health issues. In FY-02, agricultural topics were the most heavily attended workshops and seminars.

Jobs

Training provides IAF grant beneficiaries with knowledge and skills that allow them to fare better in the job market and be more effective in their daily activities, whether these are in the agricultural, manufacturing or service sector.

Satisfaction of basic needs

Probably one of the most important factors in improving the standard of living is gainful employment or, at least, the proper conditions for people to start businesses. In FY-03, IAF grantees helped create close to 3,200 permanent full-time positions and more than 1,200 part-time jobs. In addition, as a result of grant activities, 13,000 jobs were saved that otherwise would have been lost.

Many IAF grant beneficiaries lead better lives as a result of grant activities. Creating job opportunities for the poor is a way to improve their standard of living, but not all improvements are economic. IAF beneficiaries' standard of living has risen as a result of improvements in health care, nutrition, housing conditions and education. Close to 23,000 beneficiaries received medical attention during FY-03. Roughly 26,000 beneficiaries improved their diet, and hence their health. Many were farmers who through technical assistance and farming practice workshops sponsored by IAF grantees, have been able to increase their crop production, which, generally, translates into more income and more food consumed by family members. Thus, a link is established among several grant activities through results measurable by the indicators. Training, for example, can increase production, which raises income and helps a family with basic needs.

Resource mobilization and resource brokering

Resource mobilization and resource brokering have also played a pivotal role in the sustainability of grantee organizations and activities after the termination of IAF financial support. In FY-03, grantees were able to leverage \$11.6 million from international and domestic private and public organizations, an increase of 30 percent over FY-02. The amount of resources leveraged is proof of the IAF's ability to select projects that broaden the scope and strengthen the capacity of grantee organizations. Resource mobilization and resource brokering are two important indicators used to measure the ever-wider participation of people and organizations in the development process.

Cooperation and partnerships

Closely linked are the indicators that measure cooperation and partnerships. The IAF supports programs that catalyze partnerships involving NGOs, municipal governments and the private sector. Partner organizations, whether public or private, domestic or foreign, contribute resources and expertise toward strengthening grantee organizations and programs, and helping the poor improve their conditions. In FY-03, IAF grantees partnered with more than 1,000 organizations and enjoyed the cooperation of 1,900 others, mainly government agencies at the national and local level. Many of these organizations contributed cash or in-kind assistance; others were active in planning and implementing grant-funded activities.

Dissemination

Finally, it is IAF's intent to further a deeper understanding of the problems and potential of Latin America and the Caribbean by disseminating the results of its funding to development practitioners,

donors and policy-makers through publications, conferences, public appearances, working groups and international fora. IAF grantees supported such efforts through speeches and presentations, radio and television interviews, pamphlets and brochures, newspaper and magazine articles, press releases, books, videos, movies and CD-ROMs.

Results Reported for FY-03

Continued advances and substantial diversity in grassroots development characterized the Inter-American Foundation's active grants in fiscal 2003. Projects in the IAF's portfolio span the hemisphere from the U.S.-Mexican border to Patagonia in southern Argentina. The array of organizations supported runs the gamut from small grassroots groups in Guatemala to large nongovernmental organizations in Brazil. Projects supported range from motivating children in Argentina to read to building houses in Brazil to lowering remittance transfer costs for rural communities in areas of high migration in Mexico.



Rebecca Janes

As reported here, the results of the IAF's program of grassroots development reflect the Office of Evaluation's best efforts to assure an assessment of the IAF's effectiveness based on a broad spectrum of reliable data. In this connection, we are pleased to note that in FY-03, 226 grantee organizations reported project results, representing 97 percent of active IAF grants versus 228 organizations, or 92 percent, in FY-02; 210 in FY-01 and 144 in FY-00. Cumulatively, the most current data reveal the following:

- * More than 26,000 beneficiaries improved their diet, and hence their health.
- * Nearly 23,000 beneficiaries received medical attention.
- * Close to 3,000 individuals benefited from access to clean water.
- * More than 123,000 individuals benefited from trash removal operations.
- * IAF grantees in nine countries helped their beneficiaries build or expand their own homes. A total of 138 new houses were built and 871 were improved.
- * Registration in courses, workshops and seminars exceeded 38,000 individuals in finance including loan management; approximately 32,000 in agriculture and environmental related topics; 18,000 in planning and administration; and 16,000 in health issues, such prenatal care and disease prevention.
- * IAF-funded grant activities created more than 3,200 full-time permanent positions and 1,200 part-time positions.
- * Grant activities also generated 5,500 full-time seasonal jobs and 4,300 part-time seasonal positions.
- * More than 27,000 individuals benefited from innovative practices.
- * More than 1,900 organizations voluntarily cooperated with IAF grantees.
- * Of the 1,000 organizations in partnerships with IAF grantees; 340 became partners in FY-03.
- * Grantees leveraged \$11.6 million for project activities: \$7.8 million in cash and \$3.8 million in kind.
- * International nonprofit organizations donated \$1.5 million in cash to IAF grantees. Mercy Corps and the Hewlett Packard Foundation led the way.
- * Central government agencies contributed 30 percent of total resources mobilized.
- * IAF grantees extended close to 139,000 loans averaging \$270 each. Agricultural loans averaged \$1,022. Loans for business development represented 55 percent of all loans and averaged \$385 each.
- * The largest loan, for \$17,000, helped start a revolving credit fund in Colombia.
- * Mexican grantees extended 88 percent of all loans funded in FY-03.
- * Grantees disseminated project approaches, practices and/or techniques in 15 of the 17 countries where IAF funds activities.

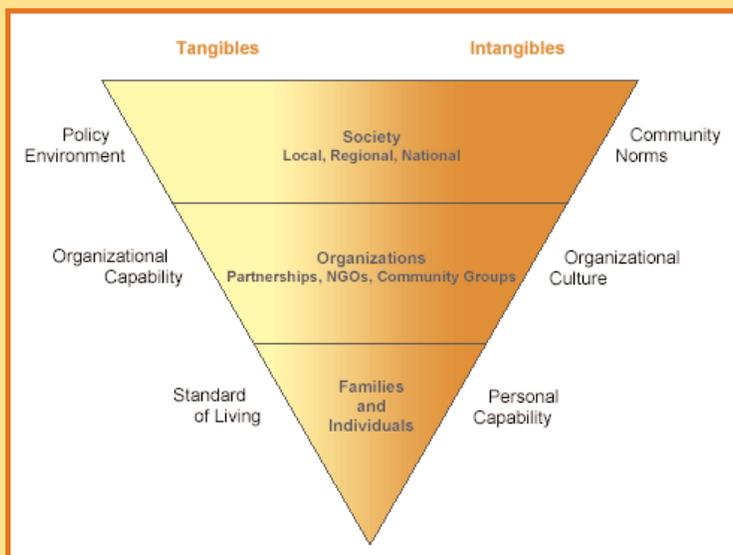
What is grassroots development?

The Inter-American Foundation uses the term “grassroots development” to describe the process by which disadvantaged people organize themselves to improve social, cultural 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.

What is the Grassroots Development Framework?

The Inter-American Foundation created the Grassroots Development Framework (GDF) to measure the results and impact of projects the Foundation supports. Results can inform decisions, signal challenges, confirm achievements and indicate topics for further research. The GDF was created by applying what had been learned from more than 4,000 projects financed by the Foundation.

The GDF is useful to both the grantee and the donor. It provides the means to establish project objectives and report achievements, strengths and deficiencies. The GDF is a tool to measure the impact and the results of a project. Since the pilot testing and application of the GDF in various countries in the region, several development assistance institutions have, in consultation with the Inter-American Foundation, adapted the GDF to their own activities.



How does it work?

The premise of the GDF is that grassroots development produces results at three levels, and important tangible and intangible results should be taken into account. 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, healthcare, shelter and others), as well as insufficient opportunity for active civic participation, the GDF draws these indicators into a single tool.

A development project is a special kind of investment that should produce tangible and intangible benefits, and the GDF seeks to measure and document both. The Foundation’s experience has demonstrated that each project can plant a seed for change and that grassroots development produces results not only for individuals but also for organizations and society. Therefore, the cone shape of the GDF portrays the potential dimensions of the impact of grassroots development, progressing from individuals and families, to organizations, to the community or society at large—the three levels of the GDF.

Part I: IAF New Grants and Grant Amendments

In FY-03, the IAF awarded grants to NGOs and base groups and funded cooperative agreements with corporate foundations supporting grassroots development. Grants to NGOs and base groups continued to be the backbone of the IAF's program. Cooperative agreements with corporate foundations are a new component initiated during FY-03.

New Grants and Grant Amendments

New grants and grant amendments to NGOs and base groups cover seven basic program areas: agriculture/food production, business development, education/training, community services, ecodevelopment, cultural expression, research and dissemination. The IAF awarded 83 grants and amendments (see Table 1).

Grants to organizations in the various countries were usually concentrated in one or two program areas. In Mexico, grants funded projects in business development/management and in agriculture; in Venezuela, the awards supported projects in business development/management and education. The portfolio for Peru displayed the most diversity with awards in all program areas except cultural expression. Brazil's grants were dispersed among all areas except community services and cultural expression.

In FY-03, 15 countries received new grants: Bolivia, Brazil, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Jamaica, Mexico, Nicaragua, Panama, Peru, Trinidad and Tobago, Uruguay and

Table 2: FY-03 grants by country (excluding RedEAmerica)

Country	Number of Grants	Percentage of Funding
Bolivia	4	6
Brazil	8	8
Dominican Republic	2	2
Ecuador	1	2
El Salvador	4	9
Guatemala	5	7
Honduras	1	2
Jamaica	1	3
Mexico	5	14
Nicaragua	6	13
Panama	3	4
Peru	4	6
Trinidad & Tobago	1	1
Uruguay	1	2
Venezuela	4	7
Regional grant	2	2
Total	52	88

Venezuela. Of the 52 new grants, Brazil led with eight, followed by Nicaragua with six, and Mexico and Guatemala with five each. New grants represented 88 percent of the budget; the remainder funded 31 amendments.

Cooperative Agreements: RedEAmerica

In addition to its traditional program of grants to NGOs and grassroots groups, the IAF works with the Inter-American Network of Corporate Foundations and Actions for Grassroots Development (RedEAmerica), a private-sector strategy to promote grassroots development throughout Latin America and the Caribbean. Founded in Miami in 2002, the network grew from 27 to 35 corporate foundations by the end of FY-03. Through 12 bilateral, three-year cooperative agreements financed equally by the IAF and the respective corporate foundation, RedEAmerica has channeled small grants or

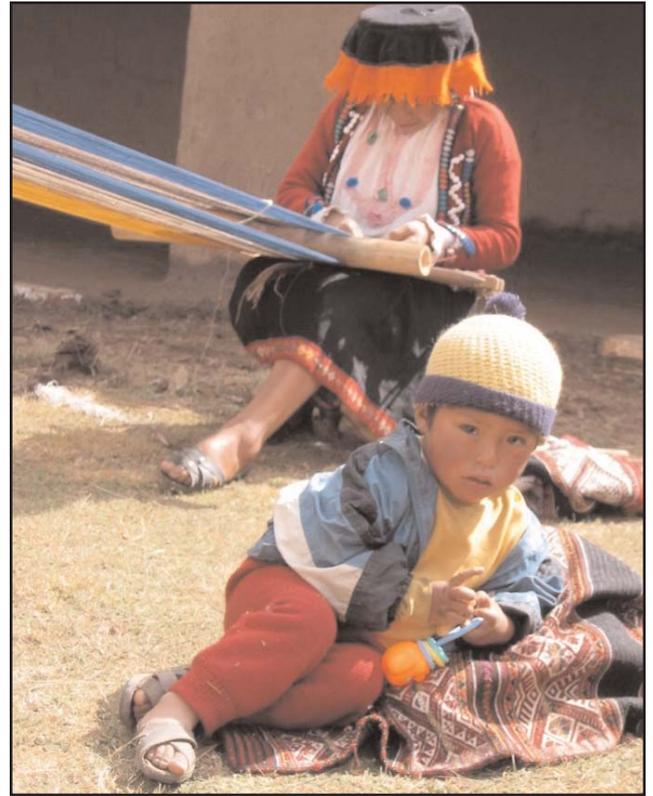
Table 1: FY-03 grants and amendments by program area as a percentage of funding

Program areas	Number of Grants	Percentage of Funding
Business development/management	23	40
Agriculture/food production	25	21
Education/training	18	20
Community services	7	10
Ecodevelopment	4	5
Cultural expression	3	3
Research & dissemination	3	1
Total	83	100

loans to a broad range of community-based organizations in Argentina, Chile, Colombia, Ecuador, Mexico, Peru and Uruguay. New grants represented 86 percent of the cooperative agreement budget, with the remainder distributed over four amendments. Colombia had the most new grants with three, representing 31 percent of total funding, followed by Argentina's two grants, representing 23 percent of funding (see Table 3).

Table 3: FY -03 RedEAmerica cooperative agreement grants

Country	Number of Grants	Percentage of Funding
Argentina	2	23
Chile	1	4
Colombia	3	31
Ecuador	2	10
Mexico	2	6
Peru	1	6
Uruguay	1	6
Total	12	86



Miguel Cuevas

Part II: Grant Results Obtained in FY 2003

This is the IAF's fifth report in response to the Government Performance Results Act of 1993, requiring all federal agencies to document and report results of strategic plans and performance goals for the fiscal year. It summarizes the results of grants active in FY-03. This report follows the structure of the Grassroots Development Framework, which measures results at the levels of the individual and family, the organization and society at large. In FY-03, 226 of the 234 grantees submitted reports, or 97 percent of all organizations with active grants. Each grantee report on pre-selected indicators was verified by an independent in-country professional.

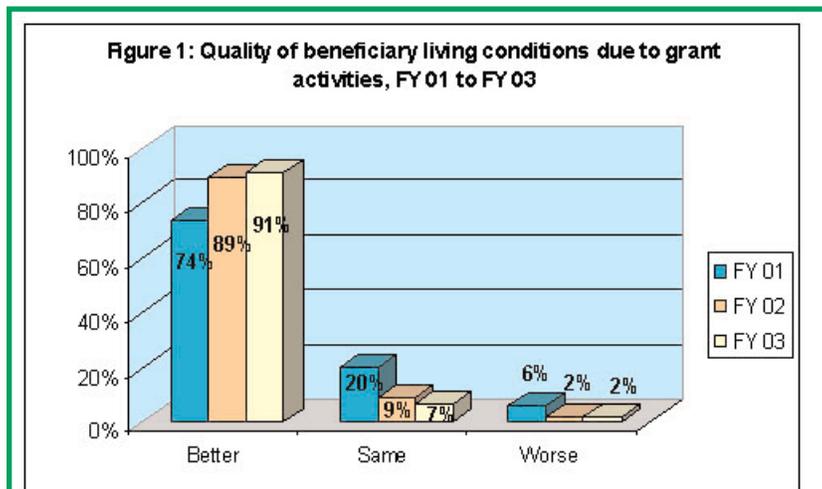
Data for FY-03 show IAF grants had a positive effect on the quality of life of the poor in Latin America and the Caribbean through education, improved health, better housing conditions and increased job opportunities. Asked if their quality of life had improved, stayed the same or worsened as a result of grant activities, 91 percent of the beneficiaries of IAF-supported projects reported that they were better off (see Figure 1).

Measuring Tangible Results: Raising the Standard of Living

Education: Acquiring New Knowledge and Skills

Literacy

As a result of IAF grants, more than 700 individuals learned basic reading and writing skills. Grantees in Haiti led in literacy training, followed by grantees in Guatemala and El Salvador. In Haiti, *Pwogram Fomasyon pou Organizasyon Dykano* (HA-184) mobilized resources from the business sector to support literacy centers for adults. Besides literacy training to adults with little or no prior schooling in three low-income Port-au-Prince neighborhoods, other grantees provided remedial



reading, writing and math education. *Fundación Leer* (AR-330), whose program focuses on the literacy and leadership skills of children and youth, provided books to take home, which helped 16,000 children in Patagonia improve their reading skills. *Instituto Qualidade na Escola* (BR-775) in Brazil assisted 3,000 low-income children with basic math, writing and reading skills. In Venezuela, *Equipo de Formación, Información y Publicaciones* (VZ-182) and *Fundación La Salle de Ciencias Naturales* (VZ-168) reinforced the reading skills of almost 200 young people.

IAF grantees carried out training activities in a plethora of other areas and topics; finance predominated followed by agriculture, environment-related topics and planning/administration. Methods included on-the-job training, courses and workshops lasting one to several days. Grantees also provided complementary technical assistance as reinforcement. As FY-02, women outnumbered men in most of the training offered (see Figure 2).

Agricultural Training

Peru, Nicaragua, Honduras and Mexico registered, in that order, the greatest enrollment in agricultural training.¹ In Peru, 17 of 23 grantees offered training in agriculture. *Centro de Estudios para el Desarrollo Regional* (CEDER) (PU-481) trained farmers in the

¹ Participation figures are based on enrollment. During the fiscal year, an individual could enroll in more than one course or workshop. Participants could be fewer than reflected if the same individuals enrolled in multiple activities.

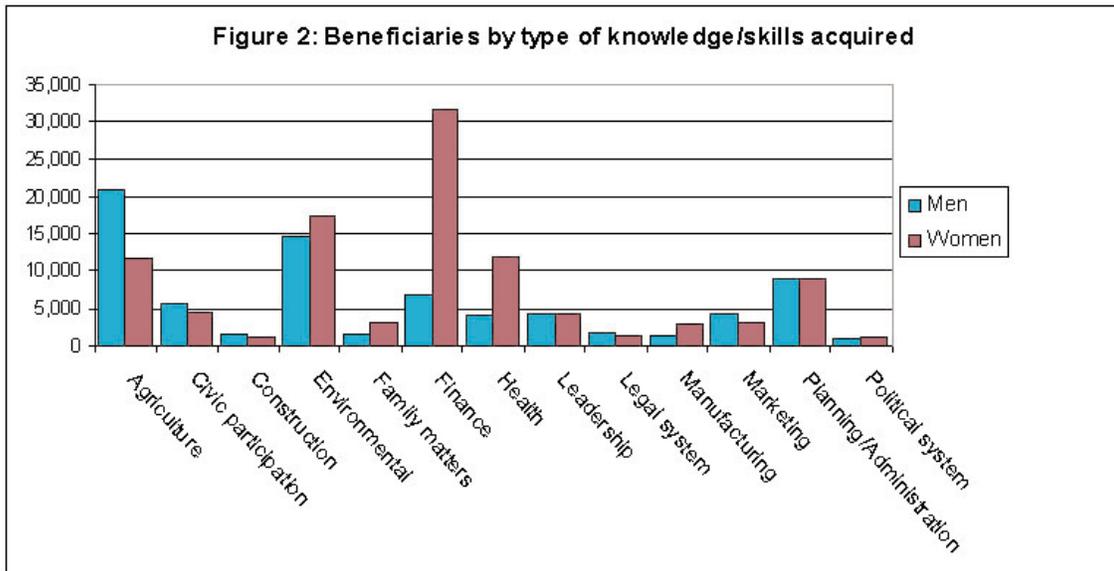


district of Puquina, Arequipa, in production of organic fertilizers, post-harvest methods and animal husbandry, especially cattle breeding through artificial insemination. CEDER's training benefited 1,500 individuals. *Centro Ecuménico de Promoción y Acción Social* (CEDEPAS) (PU-505) trained 500 farmers in the application of fertilizers and control of insects and crop diseases. *Asociación Especializada para el Desarrollo Sostenible* (AEDS) (PU-507) offered more than a dozen of workshops to 700 amaranth and quinoa growers of the Cotahuasi River Basin near Arequipa.

In Nicaragua, half of the grantees provided training in agricultural related topics in FY-03. *Movimiento por la Paz, Acción Forestal y Medio Ambiente* (NC-247), for example, trained more than 1,200 farmers in sustainable development, natural resource conservation and the care and management of livestock. The grantee used a combination of workshops and follow-up visits to train beneficiaries in the rural areas adjacent to Managua, the capital. Another, Nicaraguan grantee, *Cooperativa de Servicios Múltiples San Isidro* (COOPECAFE) (NC-250) offered 200 growers eight workshops on norms and procedures for organic coffee production. COOPECAFE is setting up a cooperatively-owned processing plant to allow small coffee growers to process their own harvest using an off-grid, stand-alone, solar/biomass-powered coffee drying system.

In Honduras, *Fundación Cayos Cochinos* (HO-228) trained 1,100 villagers, many of them fishermen, in agricultural techniques related to production of palm trees and vegetable gardening. The rationale provides the fishermen with alternative incomes during hard time for the fishing industry. Similarly, the *Centro Independiente para el Desarrollo de Honduras* (CIDH) (HO-231) with the support of agronomists from the *Instituto de Formación Profesional*, trained 860 participants from Trujillo,

Figure 2: Beneficiaries by type of knowledge/skills acquired



Iriona, Santa Rosa de Aguán, Limón and Santa Fé, towns on the Caribbean coast, in agricultural techniques associated with vegetable and banana tree growing.

In Mexico, *Milpas de Oaxaca* (ME-428) trained more than 600 farmers in reforestation, soil conservation and organic horticulture production. *Pronatura Chiapas* (ME-448) trained more than 900 farmers in soil conservation, horticultural production, aquaculture, livestock production, forestry management and reforestation. Indeed, 17 additional Mexican grantees provided agricultural training in FY-03.

Environmental Training

IAF grantees trained 9,500 individuals in environment-related topics in Mexico, more than in any other country in FY-03. Two IAF grantees, *Acción Comunitaria del Bajío* (ME-433) and *Niños y Crias* (ME-449) accounted for 87 percent of all persons trained and both targeted school children. In FY 2003, 1,800 trees were planted by the students and their parents under the “Adopt-a-Tree” program, where *Acción Comunitaria del Bajío* provided training on proper tree maintenance. The grantee also offered ecology training to 500 students. Overall, *Acción Comunitaria del Bajío* trained 4,200 persons in FY-03. *Niños y Crias* trained 4,050 elementary and secondary school students in environmental health, specifically, trash disposal. The project encourages natural resource protection, promoting sustainable economic development and improving the quality of life within protected areas of the Yucatan peninsula. Project activities resulted in improved trash collection in four communities and the commencement of trash pick up in three others.

Finance Training

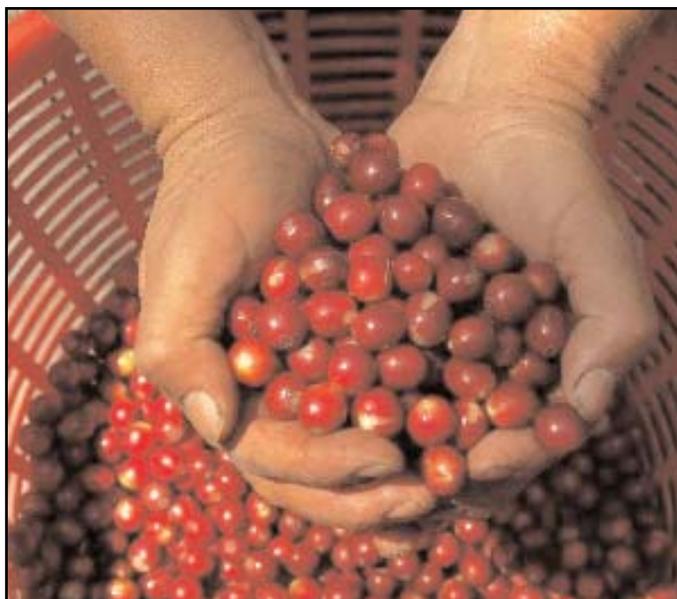
Women benefited the most from finance training, especially in Mexico. This is due to their high participation in grants with a loan component. *Desarrolladora de Emprendedores* (ME-438), for example trained 31,400 members in FY-03, 89 percent women. The grantee is developing a tier of vil-

lage banks to provide loans for productive purposes to communal banks comprised of low-income beneficiaries who would not otherwise have access to commercial credit. A requirement for receiving a loan is participation in a credit management program.

In Guatemala, *Coordinadora de Asociaciones de Desarrollo Integral del Suroccidente de Guatemala* (GT-266) established a loan fund for low-income indigenous women. As part of the program, the grantee trained borrowers in the skills necessary to improve their agricultural and marketing production, as well as in financial management. In FY-03, close to 400 women were trained.

Health Training

Grantees from three countries accounted for 83 percent of all participants receiving health training. Grantees from Guatemala trained more than 9,000 individuals, followed by grantees from Mexico with more than 2,400 individuals and Honduras with close to 1,700. In Guatemala, for example, six grantees provided health-related courses and seminars and visited homes. Most trainees were beneficiaries of *Asociación de Salud y Desarrollo Rxiin Tnamet* (GT-252). Courses included training geared to pregnant women and mothers of children under five; men received training on preventing sexually transmitted diseases. In the municipality of Santiago Atitlán, the grantee trained 6,600 beneficiaries, 84 percent of whom were women. Another



Sean Sprague

Guatemalan grantee, *Fundación para el Desarrollo Educativo Social y Económico* (GT-260) offered health training to 1,100 individuals; 610 health educators (520 men and 90 women) received training in preventing diarrhea, rabies and dengue fever; more than 400 midwives learned pre- and post-natal care.

Planning and Administrative Training

IAF grantees also provided courses, workshops and on-the-job assistance in planning and administrative techniques to community members involved in local development plans, small-business owners and others. Overall, genders were evenly represented in the training activities, but there were wide variations among the countries. For example, two-thirds or more of the trainees in Colombia and Guatemala were women, while in the Dominican Republic women accounted for less than one-fourth of all trainees. Table 4 shows the distribution by country and gender.

Close to 3,000 Mexicans received training in planning and administrative techniques in FY-03. The grantee *Acción Ciudadana para la Educación, la*

Democracia y el Desarrollo (ACCEDDE) (ME-407) had a total enrollment of nearly 900 beneficiaries in planning and administrative training activities. ACCEDDE supports socio-political development by strengthening institutions and offering training to civic associations and community groups. Fifty-seven members of two civic associations, CAMPO in Oaxaca and FECHAC in Chihuahua, participated in training in social enterprise assessment and planning. ACCEDDE organized strategic planning workshops and assisted 500 community members of 30 community organizations during their constituent assemblies in Pihuamo, Tuxpan, La Manzanilla de la Paz, Quitupan, Mazamitla, San Martín de Hidalgo, Cocula, Ixtlahuacán del Río and Cuquío.

In El Salvador, 15 of the 22 grantees offered training in planning and administration. The *Asociación para la Organización y Educación Empresarial Femenina* (ES-196) trained almost 700 individuals in managing community resources. In Bolivia, *Oficina del Artesano Micro y Pequeño Empresario* (OFAMI) (BO-481) offered 44 small-business management courses to nine consortia of shop owners. Enrollment in all 44 courses totaled 430.

Table 4: Beneficiaries acquiring planning and administrative skills in FY-03

Country	Men	%	Women	%	Total
Argentina	350	51%	340	49%	690
Bolivia	920	54%	770	46%	1,690
Brazil	300	33%	620	67%	920
Colombia	140	29%	350	71%	490
Costa Rica	110	58%	80	42%	190
Dominican Republic	50	71%	20	29%	70
Ecuador	940	41%	1,370	59%	2,310
El Salvador	1,240	53%	1,110	47%	2,350
Guatemala	410	34%	790	66%	1,200
Haiti	110	52%	100	48%	210
Honduras	930	44%	1,160	56%	2,090
Mexico	1,880	63%	1,100	37%	2,980
Nicaragua	100	56%	80	44%	180
Panama	500	54%	420	46%	920
Peru	1,050	62%	640	38%	1,690
Venezuela	40	33%	80	67%	120
Total	9,070	50%	9,030	50%	18,100

Education: Applying New Knowledge and Skills

The number of beneficiaries applying acquired knowledge and/or skills is a barometer of grantee success in training and technical assistance. The data presented in this section are cumulative and reflect the application of new knowledge and/or skills acquired through IAF-funded activities since the inception of each grant.

Agriculture

In Omate and Puquina, in southern Peru, close to 1,300 beneficiaries of the *Centro de Estudios para el Desarrollo Regional*

(CEDER) (PU-481) applied agricultural techniques in various activities including growing fodder, raising animals and preparing crops for market or further processing. As a result, farmers improved the quality of their products and obtained higher prices. The price of avocados, for example, rose from \$0.32 to \$0.50 per kilogram. In Piura, the *Asociación para la Investigación y Desarrollo Integral* (AIDER) (PU-499) has been introducing farmers to new techniques to improve pig- and sheep-breeding, harvest forest products and grow vegetables using hydroponic methods. In FY-03, 540 beneficiaries applied to their farming practices what they had learned or had observed in demonstration gardens. In the case of the pig breeders, for example, their sows produced nine litters for a total of 44 piglets.

The *Fundación Campo* (ES-187) in El Salvador reported that 1,600 beneficiaries had applied soil conservation and crop diversification techniques during planting season. Similarly, 640 beneficiaries of the *Comunidades Unidas de Usulután* (COMUS) (ES-182) continued applying growing techniques to their vegetable gardens as well as organic production methods to their cash crops. Techniques currently used by COMUS's beneficiaries were acquired in 2001, demonstrating the effectiveness of the training.

Democracy-Building

Table 5 shows areas of application of new leadership skills and knowledge of the legal system and

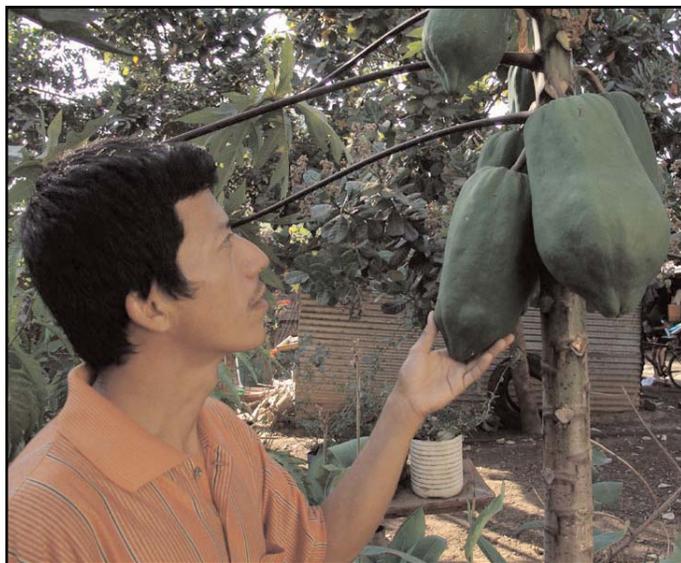


Table 5: Beneficiaries reporting application of new knowledge or skills in FY -03

	Men	Women	Total
Agriculture	63%	38%	35,700
Civic participation	50%	49%	10,300
Construction	60%	39%	5,800
Environmental	47%	53%	76,100
Finance	23%	77%	51,600
Health	34%	66%	16,900
Leadership	51%	49%	14,700
Legal system	52%	48%	4,000
Manufacturing	24%	76%	7,750
Marketing	52%	48%	10,420
Planning & administration	42%	58%	31,800
Political system	38%	62%	4,170

civic participation, all basic to building democracy. In Panama, for example, 230 beneficiaries of the *Instituto Panameño de Desarrollo Municipal* (IPADEM) (PN-259) conducted participative community needs assessments for formulating community development plans.

In Guatemala, approximately 550 beneficiaries of *Fundación Para El Desarrollo Educativo Social y Económico* (FUNDADESE) (GT-260) are participating in ongoing dialogues between municipal authorities and community organization members on topics such as human rights, health, housing, local infrastructure, tourism and the environment.

In Brazil, the *Centro de Articulação de Populações Marginalizadas* (CEAP) (BR-795) is promoting development of grassroots networks of community organizations to multiply the community development impact of base groups in *favelas* in Rio de Janeiro. The effort is succeeding as every year the number of participants is increasing. In FY-03, 390 beneficiaries actively participated in their respective organization's activities, compared to 20 individuals the previous year.

In Costa Rica, the *Fundación Localidades Encargadas de la Administración del Desarrollo* (Fundación LEAD) (CR-326) reported more than 500 individuals applying their new knowledge of the legal system to environment-related problems and maritime issues.



Environment

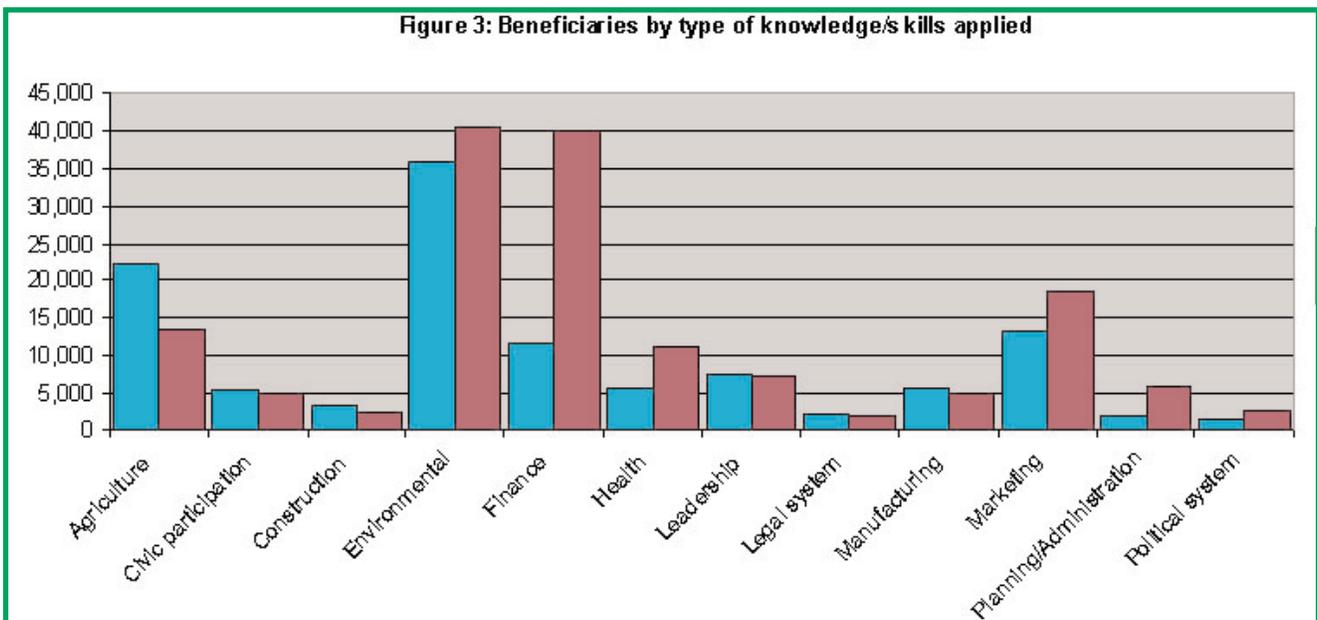
Figure 3 compares the numbers of men and women who applied knowledge and/or skills in various fields. More than 76,000 individuals applied their environmental problem-solving training to addressing pollution and soil erosion. In the Dominican Republic, the *Sociedad Ecológica del Cibao* (SOECI) (DR-310) is repairing environmental degradation, thanks to educational activities related to sanitation in urban areas and soil conservation in rural areas. Waste collection and sanitation techniques applied by 42,000 residents keep the stream that runs through their community clean.

Other projects dealt with recycling. In Suchitoto, El Salvador, 3,220 residents, applying what they

learned in trash recycling workshops offered by the *Centro Salvadoreño de Tecnología Apropiable* (ES-178) are separating organic and inorganic waste. The organic waste is processed into compost and sold to farmers. In Ecuador, 3,900 individuals trained by the *Corporación de Estudios Regionales-Guayaquil* (EC-379) applied their recycling knowledge to separating organic and inorganic waste. In Mexico, the *Fundación Comunitaria del Bajío* (ME-433) reported close to 2,500 individuals applying their environmental related knowledge; specifically, children and their parents, who are taking care of 1,800 “adopted” trees as part of a program to help improve the community environment.

Finance

Individuals reporting that they had applied financial knowledge and/or skills more than doubled from FY-02 to FY-03. In FY-02, the number of individuals applying new skills to manage their loans hovered around 22,000; one year later, the number surpassed 50,000. More than three-fourths of the borrowers are Mexican beneficiaries of *Desarrolladora de Emprendedores* (ME-438). *Mancomunidad Héroes de la Independencia* (BO-474) counted approximately 2,700 beneficiaries of its training who are applying their financial knowledge to running a credit program. Members of the Solidarity Capitalization Fund (FONCASOL), a fund set up by *Mancomunidad* with the IAF’s support, award loans, handle loan repayments and



determine the distribution of interest earned. The credit program was established to finance production and income-generation initiatives among poor families in the municipalities of San Lorenzo, El Puente, Yunchara and Uriondo in the department of Tarija, Bolivia.

Health

Beneficiaries made ready use of their acquired knowledge of health practices. Guatemala's *Asociación de Salud y Desarrollo Rxiin Tnamet* (GT-252), for example, is improving basic health in two indigenous communities in the Lake Atitlán area through a program of curative and preventative services, education and community organization. Since the project began in August 1998, *Rxiin Tnamet* reports more than 8,000 community residents have been taking better care of their health, particularly pregnant women who received prenatal care classes. Additionally, women have worked as volunteers in disseminating preventative information among families in the communities served.

Similarly, in Nicaragua more than 1,000 beneficiaries are applying health care and disease prevention methods learned in workshops offered by *Asociación de Voluntarios para el Desarrollo Comunitario* (AVODEC) (NC-226) to improving their own health and that of their families. The project's objective is to promote public sanitation and improve public health education in the municipality of Jinotega.

Other Areas

IAF grant beneficiaries applied skills acquired in other areas as well. In Panama, *Fundación para la Promoción de la Mujer* (PN-267), for example, is helping low-income men and women increase their employment opportunities and income-earning capacity through vocational training in construction and other trades. In FY-03, 140 persons, 70 of them women, applied their skills to building or renovating houses, while others did repairs as plumbers or electricians.

In El Salvador, *Asociación para la Organización y Educación Empresarial Femenina de El Salvador* (OEF) (ES-196) is promoting community development and organizational strengthening through education and training. Municipal authorities who have received computer training are using this knowledge to provide better services to the public.

Health

Nutrition and Access to Medical Care

Better diets and access to medical care and clean water impact the health of the community and, hence, its standard of living. Equally important is proper disposal of human waste and removal of solid waste (see Table 6). Through improvements to diet, FY-03 grant activities improved the health of approximately 26,400 beneficiaries.

For most grantees, dietary improvement was not an initial objective but an indirect benefit of stated objectives to increase production and/or income. An increase in production leads to more food for household members because part of the production is allocated for home consumption. Additionally, as income rises, households can afford more and better food.

Grantees in Mexico, such as *Milpas de Oaxaca* (ME-428), *Fundación de Apoyo Infantil Guanajuato* (FAI/Guanajuato) (ME-446) and, to a lesser extent, *Fundación Comunitaria del Bajío* (FCB) (ME-433) pursue food security and/or better nutrition as part of their development strategy. Milpas' activities are aimed at increasing and diversifying horticulture production and consumption. In

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Table 6: Beneficiaries of health -related activities

Activity	Number of beneficiaries		
	FY 01	FY 02	FY 03
Installation of latrines	4,570	4,510	2,840
Installation of piped water	22,760	34,690	3,300
Medical care	33,700	20,580	23,000
Trash removal	168,970	130,000	123,500
Vaccinations	17,950	2,310	3,700

FY-03, Milpas reported approximately 550 beneficiaries improved their diet as a result of consuming nontraditional vegetables grown in their gardens. FAI/Guanajuato is pursuing a food security strategy by selling basic staples and supplies at reduced prices through a mobile community store in Xichú and Tierra Blanca. In FY-03, more than 2,100 persons benefited. FCB is working under its health sub-project toward reducing child malnutrition through workshops on infant nutrition, including the importance of mother's milk, constructing kitchens in public schools and training parents in economic, nutritious food preparation.

In FY-03, FCB in collaboration with its partner, *Desarrollo Integral de la Familia* (DIF), distributed food rations valued at \$4 each to 900 families. Other Mexican grantees also reported improvements to their beneficiaries' diet as an unexpected consequence of activities:

Coordinadora de Organizaciones Campesinas e Indígenas de la Huasteca Potosina, (COCIHP) (ME-434), which helps indigenous and peasant families improve production, reported that 160 persons in the communities of Zojualo and Xococho benefited from increased chicken and bread production, part of which was allocated to home consumption.

Colegio de Biólogos del Sistema Tecnológico (ME-445), whose goal is to assist Mayan communities in expanding the use of environmentally-sustainable traditional production methods in organic forest gardens, in augmenting family subsistence production and increasing family income in the state of Quintana Roo, reported more than 300 persons improved their diet by consuming home-grown vegetables and fish.

Table 7 shows by country the number of beneficiaries, whose health improved through the availability of clean water, hygienic disposal of human waste through construction of latrines and access to medical care, including preventive measures such as vaccinations. In Guatemala, *Asociación de Salud y Desarrollo Rxiin Tnamet* (GT-252) provided prenatal care and other health services to 1,700 patients. *Fundación para el Desarrollo Educativo Social y Económico* (FUNDADESE) (GT-260) vaccinated 200 children under the age of one against whooping cough, diphtheria and polio and provided vitamin A to 760 children between the ages of one and four. Overall, FUNDADESE reported medical services to 3,200 residents in the 11 communities in its jurisdiction.

In Argentina, the *Asociación de Mujeres Warmi Sayajsunqo* (Warmi) (AR-329) received a team of

Table 7: Individuals benefiting from health -related activities in FY -03

Country	Medical care	Vaccinations	Piped water	Latrines
Argentina	2,090	500	500	0
Bolivia	0	0	160	130
Brazil	0	0	640	90
Dominican Republic	0	0	0	1,170
Ecuador	380	0	40	40
El Salvador	180	0	250	150
Guatemala	15,700	2,600	660	810
Honduras	1,900	580	610	170
Mexico	0	0	130	130
Nicaragua	700	0	0	0
Panama	0	0	0	50
Peru	500	0	0	110
Venezuela	1,500	0	0	0
Total	22,950	3,680	2,990	2,850

20 U.S. and Argentine medical doctors who gave physical examinations to 660 Warmi beneficiaries. Patients with medical complications were referred to the closest medical facilities.

Access to water

Access to clean water reduces the risk of disease. In Brazil, *Centro de Agricultura Alternativa do Norte de Minas* (BR-781) constructed 71 tanks to collect rain water, benefiting 280 individuals. In the community of Jenipapinho, the grantee built a reservoir which is providing water to 50 individuals. In Mexico, *Centro Campesino para el Desarrollo Sustentable* (ME-454) reported close to 130 individuals benefited from installation of 24 10,000-liter water tanks. The grantee contributed 30 percent of its own funds for the construction, mobilized 55 percent from *Instituto Nacional de Desarrollo Local* (INDESOL), a Mexican government institution, and procured the rest from beneficiaries.

In El Salvador, *Fundación Campo* (ES-187) facilitated meetings of community leaders of El Amatillo and municipal authorities of Nueva Granada in Usulután with officials of the Local Development Social Investment Fund, which resulted in the flow of piped water to more than 80 housing units; approximately 250 Salvadorans benefited from access to potable water.

Latrines and Similar Facilities

Toilet facilities improved sanitary conditions for more than 2,800 individuals. In the Dominican Republic, *Consejo Interinstitucional para el Desarrollo de Constanza* (CIDC) (DR-306) built close to 140 latrines in ten communities, benefiting close to 1,000 residents. In Peru, *Asociación para la Investigación y Desarrollo Integral* (PU-499) built four latrines benefiting 110 individuals. In Bolivia, *Centro de Acción Social para el Desarrollo Comunitario* (BO-469) constructed 25 full baths in the community of Kaori Bajo, Cochabamba, improving sanitary conditions for 25 families.

Solid Waste Collection

Health conditions also improved through trash disposal, which benefited 20,000 individuals in FY-03. The Dominican Republic's *Sociedad Ecológica del Cibao* (DR-310), for example, organized a clean up campaign to eliminate 11 illegal dump sites in 9 communities. In Venezuela, *Fundación Papyrus* (VZ-183), which assists low-income school children in raising funds for academic projects through recycling activities, reported that 10,600 households participated in the recycling operation, benefiting approximately 53,000 individuals. Part of the money raised is used for hiring more teachers and buying school supplies for the children.

In Ecuador, *Corporación de Estudios Regionales-Guayaquil* (CER-G) (EC-379) in partnership with three municipalities in the province of Guayas sponsored a trash clean-up contest. The winning neighborhoods then participated in the solid waste management program sponsored by the grantee. The contest, a pilot for the solid waste management program, benefited approximately 900 households, improving living conditions for 4,600 residents as a result of cleaner streets.

In El Salvador, *Fundación para el Fomento de Empresas para la Recolección y Tratamiento Ambiental de los Desechos Sólidos* (ABA) (ES-



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201) organized 12 schools into solid waste collection and recycling centers. As part of the school ecological program, students separated inorganic material which was later sold to ABA-created recycling centers.

Housing

In FY-03, IAF grantees in nine countries had a direct and positive impact on the standard of living of the poor in Latin America and the Caribbean through assistance with housing construction or additions (see Table 8). Brazilian grantee *Fundação Centro de Defesa dos Direitos Humanos Bento Rubião* (BR-788) helped residents of two low-income housing cooperatives located in the poorest neighborhoods of Rio de Janeiro build 50 new houses. In Mexico, *Comité de Promoción Social del Valle del Yaqui* (PROVAY) (ME-441) is improving living conditions for low-income families by building ecological homes from locally available materials. In FY-03, 20 houses were built benefiting approximately 90 individuals. Another Mexican grantee, *Comité de Defensa Popular de Zaragoza* (ME-426), improved conditions for 75 individuals by replacing their one-room mud huts with 14 new homes made of long-lasting materials.

Home renovation also made life better for the poor. In Nicaragua, for example, *Sociedad de Servicios Integrales para el Desarrollo Rural Espino Blanco* (NC-230) provided loans averaging \$525 to approximately 60 low-income families for home improvements such as roof repairs, floor tiling and wall partitions, benefiting 200 persons.

Consejo para el Desarrollo Estratégico de la Ciudad y el Municipio de Santiago or (COORPLAN) (DR-307) helped rehabilitate 285 homes around Santiago, the Dominican Republic's second largest city. COORPLAN provided homeowners technical assistance in the selection of contractors and purchase of materials and monitored the work through completion, thereby benefiting 1,100 individuals.

IAF grantees in Brazil, the Dominican Republic and Nicaragua led in the installation of electrical systems and connection to sewer systems, as Table 9 shows.

Table 8: New and renovated housing units in FY-03

Country	New	Renovations
Argentina	0	15
Brazil	50	0
Dominican Republic	0	490
Ecuador	10	10
Guatemala	20	0
Honduras	2	0
Mexico	40	160
Nicaragua	30	200
Panama	0	5
Total	152	880

Employment

Permanent and Seasonal Jobs Created

In FY-03, IAF grantees created approximately 3,200 permanent full-time jobs and 1,200 part-time positions as well as 9,800 seasonal jobs, mostly in agriculture, for 5,500 full-time and 4,300 part-time workers. About 56 percent of all seasonal jobs created were full-time positions (see Table 10).

Nicaragua grants produced 1,560 permanent full-time positions, or almost half of all permanent full-time positions created in the 15 countries in this category. *Desarrollo para la Mujer* (NC-244), a revolving loan fund for women micro-entrepreneurs, and *Fondo de Asociación para el Desarrollo de la Costa Atlántica "PANA PANA"* (NC-235), a

Table 9: Installation of electrical power and sewer to homes in FY-03

Country	Electrical power installation		Sewer hook-up	
	Persons	Housing units	Persons	Housing units
Brazil	80	30	80	30
Dominican Republic	130	40	0	0
Ecuador	40	10	30	5
Nicaragua	80	20	30	10
Total	330	100	140	45

rural credit and social investment fund for victims of Hurricane Mitch on the Caribbean coast, accounted for about 85 percent of the new jobs.

IAF grantees in 13 countries created 1,200 permanent part-time positions. Nicaraguan grantees led with 420 positions, or 34 percent of those created, followed closely by Honduran grantees with 400 jobs or 33 percent of new part-time jobs. If El Salvador is added to the mix, grantees from the three Central American countries accounted for three out of four permanent part-time positions created in FY-03.

Nicaraguan grantees also surpassed other IAF grantees in Latin America and the Caribbean in seasonal jobs created in FY-03. Of the 5,500 seasonal full-time positions, 65 percent corresponded to Nicaraguan grantees; of the 4,300 seasonal part-time positions, 1,200 or 28 percent belonged to Nicaraguan grantee PANA PANA.

In South America, *Centro de Estudios para el Desarrollo Regional* (PU-481) in Peru created close to 600 temporary construction jobs in connection with a concrete irrigation canal which will serve to irrigate farm lands. Another Peruvian grantee, *Consorcio para el Desarrollo Regional* (PU-513) is helping small businesses in Huancayo market a broader variety of better products and services locally and nationally. The 100 seasonal jobs created by these micro-enterprises were linked to their business cycle.

Jobs Improved or Saved

Table 11 shows the number of jobs that have been saved and improved as a result of IAF funding. The data for all grants active in FY-03 are cumulative since inception.

In Brazil, *Associação de Reciclagem Ecológica Rubem Berta* (BR-780) has preserved more than 1,000 jobs in 22 recycling associations located in Porto Alegre, Vale dos Sinos and Delta do Jacuí.

Table 10: Permanent and seasonal full - and part-time positions created

Country	Permanent Jobs		Seasonal Jobs	
	Full-time	Part-time	Full-time	Part-time
Argentina	50	60	0	80
Bolivia	0	20	60	130
Brazil	150	10	30	20
Colombia	5	0	0	0
Dominican Republic	0	0	20	0
Ecuador	220	30	350	160
El Salvador	90	100	40	90
Guatemala	240	50	0	1,340
Haiti	60	0	0	60
Honduras	230	400	450	770
Mexico	190	40	300	10
Nicaragua	1,560	420	3,580	1,200
Panama	10	20	10	200
Peru	360	40	690	270
Venezuela	30	10	0	0
Total	3,195	1,200	5,530	4,330

Table 11: Permanent jobs saved and improved

Country	Jobs saved		Jobs improved	
	Full-time	Part-time	Full-time	Part-time
Argentina	130	0	180	0
Bolivia	40	140	400	800
Brazil	1,300	40	0	30
Ecuador	290	70	610	100
El Salvador	150	230	1,000	860
Guatemala	320	340	160	240
Haiti	0	0	70	10
Honduras	2,210	1,850	4,970	3,390
Mexico	40	0	810	70
Nicaragua	2,320	200	940	50
Panama	30	210	10	310
Peru	1,050	230	1,550	410
Venezuela	0	70	20	20
Total	7,880	3,380	10,720	6,290

In Peru, *Centro de Estudios para el Desarrollo Regional* (CEDER) (PU-481) saved more than 600 jobs in Puquina, Arequipa, by training fruit growers in pest-control management. Farm workers who otherwise would have been idle during the dry season were able to continue farming as a result of an irrigation system funded by the grantee.

In Honduras, *Centro para el Desarrollo Comunal* (CEDECO) (HO-232) is promoting self-help economic development activities to increase employment opportunities for low-income residents in the departments of Cortés and Atlántida. As part of its efforts, CEDECO is providing loans to enable micro-entrepreneurs to take advantage of the expanding tourist market. Many loans have been used to keep business activities running; preserving jobs that otherwise would have been lost.

Measuring Grantee Organization Capabilities

This section looks at resources leveraged to expand the scope of the grantees' work beyond the beneficiaries originally envisioned in the agreement with the IAF and to sustain their activities once IAF funding ends. It also examines efforts to forge new relationships toward providing the level and quality of goods and services required.

Resources Mobilized

Resource mobilization refers to funds raised to cover operating expenses and development efforts beyond those covered by an IAF grant. Leveraged

resources, from international, national or local sources, private and public, can be financial, material or human. In FY-03, grantees mobilized the equivalent of \$7.7 million: \$5.5 million in cash and \$2.2 million in kind. In FY-02 the total amount mobilized was \$5.5 million: \$3.7 million in cash and \$1.8 million in kind. Thus, in FY-03, grantees raised 40 percent more in cash resources than the previous year (see Figure 4).

In FY-03, grantees leveraged \$3.2 million, or 41 percent, from international sources, including \$2.6 million in cash and close to \$600,000 in kind (see Table 12). This represented a slight increase over the \$2.5 million raised from international sources in FY-02 and in FY-01.

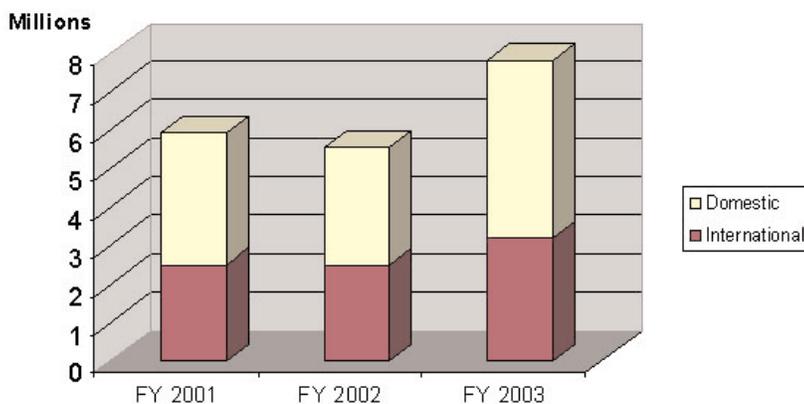
Resources mobilized from national and local sources totaled almost \$4.6 million. Domestic donor contributions represented 59 percent of total resources mobilized in FY-03 compared to 55 percent during the previous year. Figure 5 compares resources mobilized by grantees in FY-03 with those mobilized in FY-02 and FY-01.

Central governments are contributing more resources for local development, while local sources are reducing their share of contributions, as Figure 5 demonstrates.

Only two out of 227 grantees reported receiving cash donations from foreign businesses during FY-03: *Instituto Qualidade do Ensino* (BR-775) in Brazil received \$33,000 from Dow Corning, FMC do Brasil, Agribrands and Robert Bosh-Divisão de Freios; *Asociación de Voluntarios para el Desarrollo Comunitario* (NC-226) in Nicaragua received \$7,400 from Vujovich, a U.S.-based construction company.

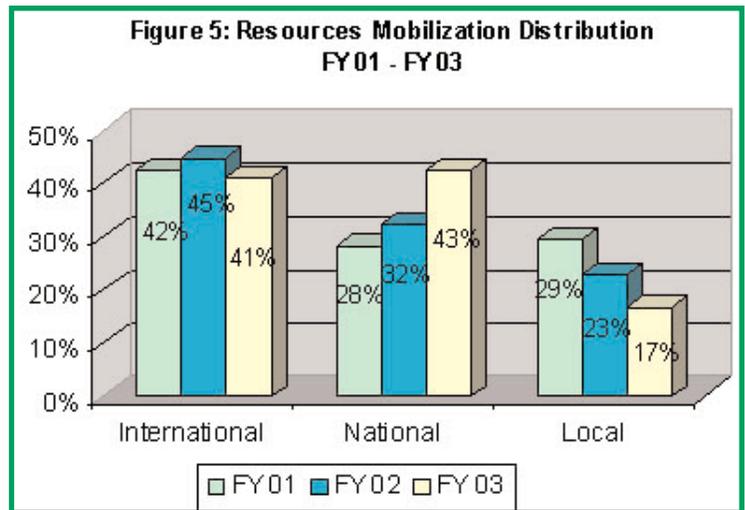
Cash mobilized from domestic businesses totaled \$500,000 in FY-03. *Fundación Leer* (AR-330) received \$53,000 from Importadora y Exportador de la Patagonia and \$37,700 from Editoriales. *Centro Mexicano para la Filantropía* (ME-422) received more than \$82,000 in cash contributions from Mexican businesses:

Figure 4: Resources mobilized by source and fiscal year



Hewlett Packard de México,
 S.C. Johnson and Son,
 Servicios Corporativos Phillip Morris,
 Hipotecaria Su Casita,
 Merck Sharp y Dohme de México,
 Interprotección, Agente de Seguros y
 Fianzas,
 Servicios Administrativos Wal Mart,
 ADO y Empresas Coordinadas,
 Hipotecaria Crédito y Casa,
 Administración Portuaria Internacional
 Coatzacoalcos,
 McDonald de México,
 Manpower,
 Novartis Farmacéutica and
 Grupo ADO.

Other businesses contributed time or materials to IAF-supported projects. In Argentina, for example, *Transportadora de Gas del Norte* provided *Asociación de Mujeres Warmi Sayajsunqo* (AR-329) materials for greenhouses valued at \$22,700. In Mexico, *Arquitectura y Ciudad*, an architectural firm, donated the design of a training center design valued at \$40,000 to *Alternare* (ME-457), and *Consultores en Ingeniería Integral SA* contributed engineers to supervise construction.



Nonprofit international organizations contributed approximately \$1.5 million in cash in FY-03, a stellar year in which IAF grantees raised 14 percent more than in the previous fiscal year. Among the largest cash contributors were the following²:

- * First Data Western Union Foundation, \$12,500 to *Fundación Leer* (AR-330) in Argentina;
- * Caritas (France), \$85,000 to *Mancomunidad Héroes de la Independencia* (BO-474) in Bolivia;
- * *Misereor* (Germany), \$22,600 to *Fundação Centro de Defesa dos Direitos Humanos Bento Rubião* (BR-788) in Brazil;
- * Branford Congregational Church (Connecticut, USA), \$50,300 to *Asociación Comunitaria Mi Cometa* (EC-383) in Ecuador;
- * TROCAIRE (Ireland), \$72,600 to *Comunidades Unidas de Usulután* (ES-182) in El Salvador;
- * *Alternativa Solidaria Plenty* (Spain), \$12,000 to *Asociación para el Desarrollo Económico, Educativo y Cultural de Guatemala* (GT-265);
- * SEED-USA, \$80,250 to *Fondation Sémence* (HA-193) in Haiti;
- * Mercy Corps, \$157,000 to *Proyecto Aldea Global* (HO-

Table 12: Resources mobilized in cash and in kind by source

Source	Cash	In-kind	Total
International businesses	\$40,700	\$63,400	\$104,100
International public sector	\$173,500	\$233,800	\$407,300
International private organizations	\$2,165,900	\$256,200	\$2,422,100
Other international organizations	\$220,800	\$34,600	\$255,400
National businesses	\$510,800	\$139,400	\$650,200
National public sector	\$1,967,100	\$307,700	\$2,274,800
Other national organizations	\$234,400	\$147,200	\$381,600
Local businesses	\$51,700	\$80,700	\$132,400
Local public sector	\$106,300	\$412,400	\$518,700
Community contributions	\$25,600	\$494,700	\$520,300
Other local sources	\$37,000	\$75,100	\$112,100
Total	\$5,533,800	\$2,245,200	\$7,779,000

² No cash contributions from international private organizations were reported for FY-03 by grantees in the Dominican Republic.

- 235) in Honduras;
- * the Hewlett Packard Foundation, \$125,000 to *Pronatura* (ME-448) in Mexico;
- * the Ford Foundation, \$100,000 to *Fondo de Desarrollo para la Mujer* (NC-244) in Nicaragua;
- * the Committe of 200 Foundation (USA), \$4,850 to *Fundación para la Promoción de la Mujer* (PN-267) in Panama;
- * Centro Orientamento Educativo (Italy), \$19,150 to *Asociación Especializada para el Desarrollo Sostenible* (PU-507) in Peru; and
- * the Onaway Trust (United Kingdom), \$8,400 to *Fundación La Salle de Ciencias Naturales* (VZ-168) in Venezuela.

In FY-03, central governments provided \$2.3 million (\$2 million cash and \$300,000 in Kind), a 137 percentage increase over the previous year. Seventy percent of the total came from three Mexican government agencies: *Fideicomisos Instituidos en Relación con la Agricultura* of the Banco de Mexico, *Instituto de Desarrollo Social* and *Instituto Nacional de Capacitación Agrícola*.

Resources Brokered

Resources brokered refers to monetary, material or human resources brokered by the grantee from individuals or national or international public or private entities and channeled directly to grassroots organizations or groups that support the project funded by the IAF. Resources brokered never pass through the grantee's hands but rather go directly to organizations, grassroots groups or beneficiaries.

As Table 13 demonstrates, most resources brokered came from central governments, which invested \$941,000, or 25 percent of total resources brokered, in projects for IAF grant beneficiaries. Resources brokered slightly increase from \$3.3 million in FY-02 to \$3.8 million in FY-03. Local public sector contributions soared to \$603,880 in FY-03 from a low of \$138,760 in FY-02.

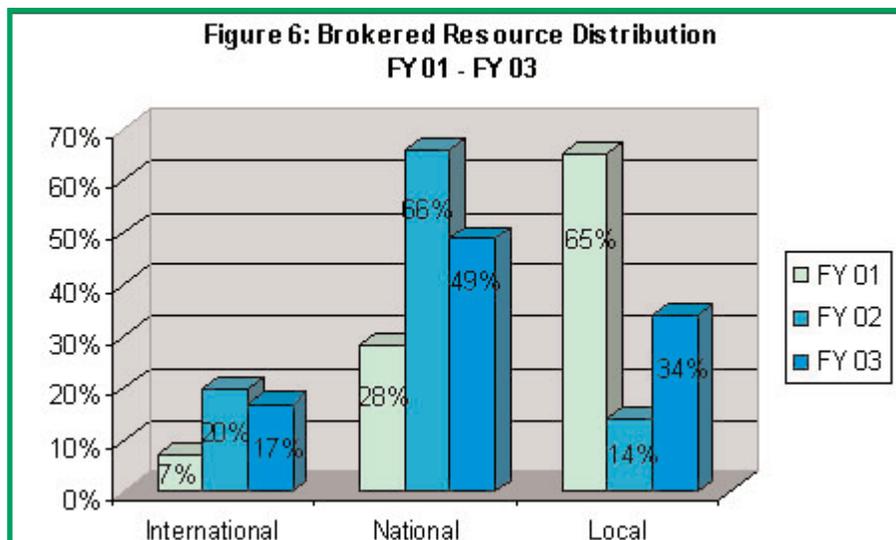
The distribution by sectors has also changed significantly over the last three fiscal years (see Figure 6).

International donor contributions channeled directly to IAF beneficiaries dropped 4 percent, from \$664,000 in FY-02 to \$637,000 in FY-03. Similarly, resources brokered from national organizations, either private or public, dropped from \$2.2 million in FY-02 to \$1.8 million in FY-03. However, local government and community contributions more than compensated for the shortfall.

Centro para el Desarrollo Comunal (HO-232) in Honduras brokered \$155,000 in cash from the Kellogg Foundation, one of the largest contributions to IAF grantees from international sources. It was channeled directly to small projects in 10 communities: Travesia, Bajamar, Tormaneb, Rio Tinto, San Juan, La Encenada, Triunfo de la Cruz, Punta Gorda, Santa Elena and Afrocurnh.

Fundação Abrinq pelos Direitos da Criança (BR-774) in Brazil brokered resources from the Lucent Technologies Foundation, the International Youth Foundation and the Levi-Strauss Foundation. The combined contribution of more than \$ 150,000 was channeled to six organizations, including *Geração Jovem*, benefiting approximately 250 youths, and *Virada do Futuro*, which encompasses nine educational agencies.

Resources brokered from local institutions increased three-fold, from \$463,000 in FY-02 to \$1.3 million in FY-03. These resources were con-



centrated in Mexico, where many public institutions provide funding for local projects coordinated by IAF grantees.

Reaching the Poor by Cooperating with Others

Without any written agreements specifying an obligation to do so, 1,760 organizations, mainly government agencies at the national and local level, cooperated with IAF grantees in FY-03. In southern Mexico, for example, 12 public institutions are assisting *Colegio de Biólogos del Sistema Tecnológico* (ME-445) in helping Mayan communities in the state of Quintana Roo to expand the use of environmentally-sustainable production methods in Mayan organic forest gardens as a way to increase income and reduce the migration of teenagers to Cancún, other Mexican cities and the United States.

In Ciudad Juárez, Mexico, *Fundación Comunitaria de la Frontera Norte* (ME-452) is working with 40 Mexican and U.S. corporations, nongovernmental organizations and public agencies to plan and support local development projects in low-income neighborhoods near the U.S.-Mexico border. By improving living conditions, the grantee expects to reduce migration.

Argentina's *Fundación de la Universidad Nacional de General Sarmiento* (FUNAS) (AR-320) promotes and supports the university's mission in seven contiguous communities on the outskirts of Buenos Aires through socio-economic development partnerships among public, private and civil society organizations that enhance the efforts of local stakeholders and strengthen democracy at the local level. In FY-03, FUNAS reported 105 organizations, all but seven domestic, cooperated at various levels. FUNAS' success in attracting institutions to cooperate with its program is due to its positive image among its partners as a place open to new ideas and democratic practices.

Table 13: Resources brokered in cash and in kind by source in FY -03

Source	Cash	In-kind	Total
International businesses	\$3,260	\$12,760	\$16,020
International public sector	\$1,620	\$58,940	\$60,560
International private organizations	\$352,730	\$77,370	\$430,100
Other international organizations	\$82,900	\$47,830	\$130,730
National businesses	\$798,790	\$51,290	\$850,080
National public sector	\$528,910	\$412,880	\$941,790
Other national organizations	\$34,440	\$19,480	\$53,920
Local businesses	\$13,840	\$7,840	\$21,680
Local public sector	\$261,150	\$342,730	\$603,880
Community contributions	\$152,910	\$497,080	\$649,990
Other local sources	\$5,660	\$30,220	\$35,880
Total	\$2,236,210	\$1,558,420	\$3,794,630

Partnering as a Strategy to Help the Poor

Helping the poor requires certain skills and by partnering with organizations that have these skills, grantees can offer beneficiaries the assistance they need. Partnerships present challenges because of differences in interests, objectives, goals, resources, and human and financial capital, but they achieve outcomes not otherwise possible. Partnering involves shared decisions and pooled resources to benefit the target group. IAF grantees recognize the advantages in terms of maximizing the impact of their investment and accessing a greater range of skills. During FY-03, IAF grantees reported partnering with 1,080 organizations, public and private, foreign and domestic. As Table 14 shows, the Brazil portfolio includes the most partnerships, with 220, followed by El Salvador with 190 and Mexico with 160. In FY-03 alone, IAF grantees established alliances with 330 public and private organizations.

Community-based organizations, ranging from *Asociación Vecinal Malvinas Argentina*, a neighborhood association in Argentina (AR-320), to *Organización Campesina Independiente de Jalisco* (OCIJ), a farmers' group in Mexico (ME-407), led

the way in partnering with IAF grantees (see Figure 7). Other major partners were drawn from the public sector. These included municipal governments, such as the municipality of Oruro, Bolivia, which partnered with *Centro de Investigación y Servicio Popular* (BO-472), as well as national entities such as FONAES (*Fondo Nacional de Apoyo a las Empresas en Solidaridad*) and FIRA (*Fideicomisos Instituidos en Relación con la Agricultura*) in Mexico. Domestic businesses also supported IAF grantees. Foreign businesses, however, were rarely a partner and contributed less than \$120,000 to IAF projects in FY-03, a further decline from the previous low of \$170,000 in FY-02.

Diversity in Loan Programs

IAF's credit-fund portfolio reflects a dazzling degree of diversity. In FY-03, the IAF funded projects with micro-credit components in 17 countries. These fell into six categories: agriculture, construction, manufacturing, business development, education and other. Of the loans extended in FY-03, 76,600 were used to develop businesses, 11,000 were used for agriculture pursuits and 37,000 loans for other purposes. Averaging \$1,022, agriculture loans were the largest, followed by construction loans averaging \$704 dollars and education loans averaging \$255 (see Table 15).

Mexican grantees extended the most loans in all categories except agriculture. Mexican grantees accounted for 88 percent (122,000 of 138,600) of all loans extended by IAF grantees in FY-03. Projects in Bolivia accounted for the greatest number of agricultural loans (3,400), followed by those in Guatemala (1,600) and Nicaragua (1,200).

Mexican grantees reported 71,350 business development loans, averaging \$357 each. Of these, 66,500 loans are attributable to *Desarrolladora de Emprendedores* (ME-438), a project oriented toward expanding banking capacity. It established three bank branches for asset accumulation and loans. The banks allowed members with a successful track record to access higher levels of credit. They improved efficiency through computerization, provided low-income people in the Valle Chalco access to technology, and managed private capital for a fee to generate revenue. This project extended

Table 14: Partnerships to date

Country	New partnerships in FY-03	Total new and previous partnerships
Argentina	30	50
Bolivia	40	110
Brazil	50	220
Colombia	10	30
Costa Rica	10	10
Dominican Republic	0	10
Ecuador	10	40
El Salvador	40	190
Guatemala	20	60
Haiti	0	5
Honduras	20	30
Mexico	50	160
Nicaragua	20	15
Panama	0	20
Peru	20	115
Venezuela	10	15
Total	330	1,080

56,000 loans to member groups and 1,600 loans to individual members.

Bolivia's *Mancomunidad Héroes de la Independencia* (BO-474) supports a grassroots-driven credit program (FONCASOL) that finances production and income-generation initiatives. In FY-03, the credit fund extended 3,200 loans averaging \$62 each. These

Table 15: Loans by category, number and average amount in FY -03

Loan Category	Number of Loans	Average Amount in US \$
Agriculture	11,000	\$1,022
Construction	3,300	\$704
Manufacturing	8,600	\$313
Business development	76,600	\$385
Education	2,100	\$255
Other	37,000	\$320
Total	138,600	\$270

loans represent approximately 94 percent of all agricultural loans extended by IAF grantees in Bolivia during the fiscal year.

From the Rio Grande to the Rio de la Plata, the demand for credit is significant. The uses of micro-credit in the Americas are as challenging to catalogue as the hemisphere’s bio-diversity. With IAF resources, grantees are filling development niches largely ignored by the traditional commercial sector, but the need for credit still far exceeds resources.

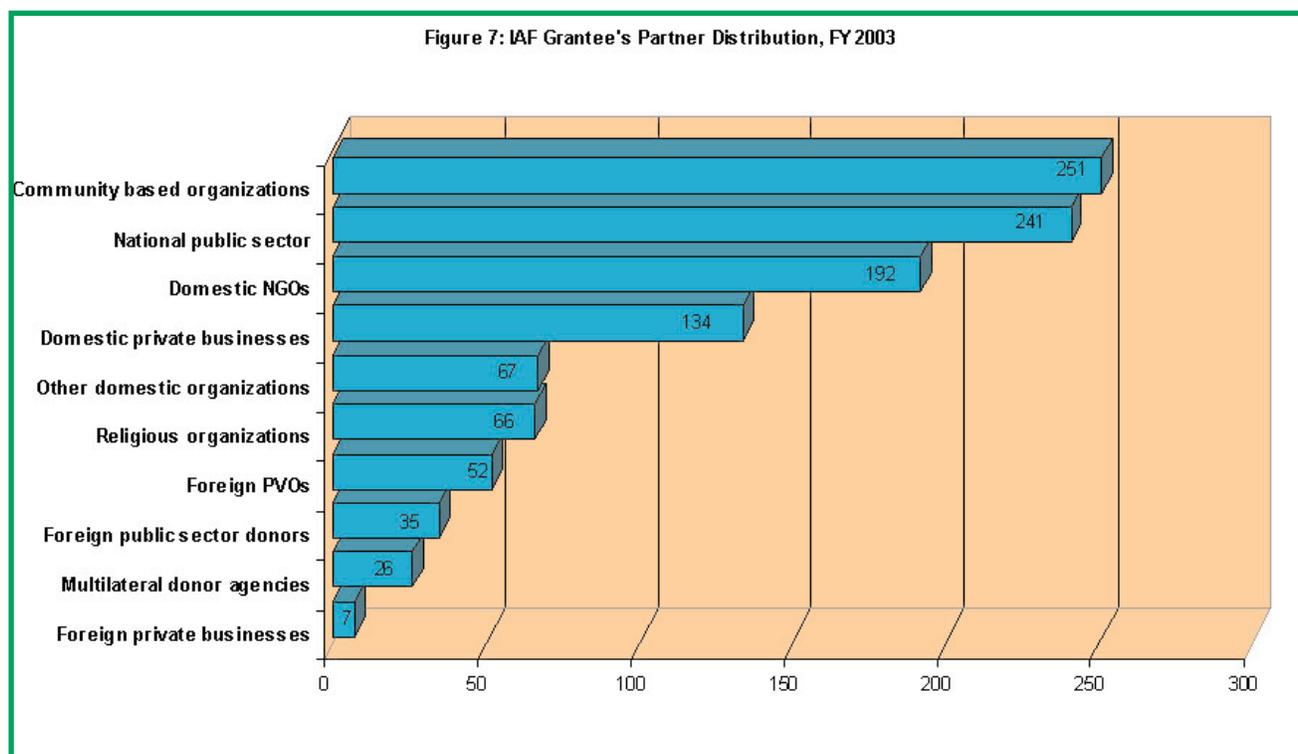
Planning and Evaluation Activities

The IAF assesses planning and evaluation ability as high, medium or low. A high rating is given to a grantee that systematically plans and evaluates programs, taking into account institutional goals and objectives as well as contextual factors. A low rating means there is nothing systematic about the grantee’s approach to the design, follow-up and evaluation of its programs. During FY-03, grantees in 15 countries reported on this variable: 62 grantees, or about 54 percent, reported their capacity high; 48 grantees, or about 42 percent, reported their capacity medium; and the remaining 4 percent reported their capacity as low.

In Mexico, for example, six grantees (46 percent) reported their capacity in planning and evaluation high, six reported their capacity as medium and one as low. Among those reporting a high capacity for planning and evaluation was *Centro Campesino para el Desarrollo Sustentable* (ME-454), a rating the Mexican data verifier confirmed by noting that the grantee conducts semi-annual evaluations of activities so as not to lose sight of established goals.

New Approaches

“New approaches” refers to a demonstrated ability to take the initiative in devising imaginative solutions with the resources available. This includes making use of resources previously overlooked or by integrating traditional and modern know-how. In FY-03, 55 grantee organizations reported on this indicator. IAF data verifiers corroborated the self-assessments and confirmed high ratings by 40 grantee organizations, or approximately 73 percent, medium ratings by 11 organizations, or close to 20 percent, and four low ratings. *Centro Mexicano para la Filantropía* (CEMEFI) (ME-422), in Mexico, rated itself high based on its having founded an electronic information exchange group comprised of members of the Business Leaders Forum, government officials and development practitioners associated with organizations linked to business development projects. The



electronic information exchanged among members, who currently number 171, has facilitated the flow of ideas and suggestions. CEMEFI's objective is to encourage corporate involvement in social development.

Venezuela's *Fundación para la Defensa de la Naturaleza* (FUDENA) (VZ-178) is an example of an organization that does not hesitate to apply new methods to achieve its goals. FUDENA has been successfully using polyvinyl chloride (PVC) pipes to build enclosures for oyster farms, an innovative measure because PVC pipes are weather resistant and more economical than material used previously.

Junta de Asociaciones Campesinas de Salcedo (JUNACAS) (DR-321) in the Dominican Republic, identified and applied new strategies to boost its beneficiaries' income. JUNACAS entered into a marketing arrangement with PLM Marketing which now exports bananas, plantains, lemons and other fruit grown by small-scale farmers in Salcedo.

Stakeholders' Access to Information

Access to information is defined as the willingness of the grantee organization to provide its members, officials and beneficiaries clear information on its policies, programs and finances. In FY-03, 65 percent of grantee organizations were rated high on willingness to disseminate information on policies and programs to staff, beneficiaries and participating organizations; 34 percent were rated medium; one was rated low. *Centro de Estudios Regionales para el Desarrollo de Tarija* (CERDET) (BO-471) received a high rating for regularly distributing status reports to indigenous community leaders and representatives of base groups. The wealth of information provided to leaders and representatives of the Guaraní people has rekindled their enthusiasm and participation in activities that impact on their territories. *Centro de Protección para Desastres* (CEPRODE) (ES-190) received a medium rating as it provides staff and beneficiaries only limited information at selected times, for example, on work processes or a training class. However, CEPRODE does share information with other organizations when requested.



Miguel Cuevas

How much do beneficiaries, staff, and/or organizations working collaboratively participate in decisions affecting goals and activities? Of the 70 grantees reporting on this indicator measuring the democratic workings of IAF projects, 60 percent had a high rating, 34 percent had a medium rating and six percent had a low rating in participatory decision-making. For example, in Colombia a group of poor women belonging to *Red Fuerza Viva*, a grassroots organization, participated in project planning and decision-making with *Centro de Educación e Investigación para el Desarrollo Comunitario Urbano* (CO-494), which earned the *Centro* high marks. In contrast, *Sociedade Afro-Sergipana de Estudos da Cidadania* (SACI) (BR-799) limits its beneficiaries' participation in the decision-making process.

Dissemination

The dissemination of knowledge and experience allows development projects to build on the success of others and avoid their errors. The IAF supports such efforts through funding a wide array of information outlets, including speeches and presentations, radio and television interviews, pamphlets and brochures, newspaper and magazine articles, press releases, books, videos and movies, and CD-ROMs.

In FY-03, IAF grantees in 15 of 17 countries with projects funded by IAF grants, or 88 percent, undertook some sort of dissemination activity.

Argentina and Mexico grantees were represented in each area of dissemination activity. Usually, however, projects use a more modest array of tools. Overall, IAF grantees produced 300 pamphlets and brochures and distributed more than 246,000 copies. A sample of grantee dissemination follows:

- * *Asociación Civil Nortedur* (AR-327) in Argentina produced six brochures on population growth, migration, education, employment and health and distributed 1,500 copies to residents of Reconquista, a city located 380 miles north of Buenos Aires;
- * *Centro para la Promoción del Desarrollo y Capacitación* (PU-502) in Peru produced two brochures related to pasture management and veterinary product applications and distributed more than 500 copies to alpaca herders; and
- * *Fundación del Empresariado Sonorense* (FESAC) (ME-453) in Mexico produced and distributed three issues of *Haciendo*, its bulletin, to Sonora's businessmen members of FESAC, municipal authorities, civil society organizations and the media (television, radio and print). One publication was the special edition of *Foro Estatal de Desarrollo Local* distributed to 5,000 members of the Forum, a group of organizations interested in philanthropic activities.

Newspaper articles are also part of IAF grantees' strategy to disseminate project activities, not only to their members but to a wider audience. In Barbados, the Community Tourism Foundation (CTF) (CA-096) is raising money from the financial and tourism sectors for subgrants to benefit community groups, neighborhood development organizations and community-based organizations. As part of its fund-raising strategy, CTF staff wrote two articles discussing CTF's activities, one focusing on corporate social responsibility, which appeared in the Barbados Advocate newspaper.

Information was also disseminated through speeches, presentations and radio and television interviews. New dissemination categories are likely to be included in the GDF given the explosion in information exchange via the Internet.

Measuring Intangible Results: Individuals and Families

A holistic view of grassroots development includes intangible gains that can be observed, inferred and reliably verified, if not directly measured. At the individual or family level, the IAF, through its data verifiers, collects data on seven intangible indicators: communication, problem-solving skills, self-esteem, cultural identity, respect, determination and innovation. Considered with results on tangible indicators, these widen the lens through which grant impact is viewed and provide symmetry to the IAF's measurement process. The data presented in this section reflect the perception of grantee organizations and beneficiaries with regard to cultural values, a sense of belonging, personal recognition of self-worth and human dignity, and the sense of the potential to live a better life and contribute to society. The data are cumulative and show results since the inception of each grant. Following are intangible results achieved.

Communication

Through project activities in FY-03, approximately 55,000 IAF grant beneficiaries increased their capacity to express their ideas and views clearly. Most of those increasing their communication skills were Argentine child beneficiaries of *Fundación Leer's* (AR-330) two programs, Open Book and Life Skills. In the two years of the program, more than 25,000 children (9,300 children in FY-02 and 16,000 in FY-03) improved their communication skills. Their teachers and school principals specifically agreed that reading has helped children with their vocabulary and grades.

In Ecuador, *Corporación para el Desarrollo de los Recursos Naturales Renovables* (CEDERENA) (EC-374) is implementing a natural resource and watershed management program to protect sources of water for the municipality of Pimampiro. As part of the program, CEDERENA holds regular fora where Nueva América Forest caretakers and Jambi Sacha Ecotourism Committee members are exchanging views and suggestions; thus honing their communication skills.

Problem-Solving

The following examples illustrate how beneficiaries, as a result of IAF-funded activities, analyze a situation and plan and carry out a course of action:

In Mexico, *Acción Comunitaria del Bajío* (ME-433) reported that its program against substance abuse at the Youth Orientation Centers is helping 270 men and women fight drug addiction. Also, school attendance has improved since last year because 1,300 beneficiaries are using their parenting training to motivate their children to attend school.

In Panama, *Instituto Panameño de Desarrollo Municipal* (PN-259) is strengthening the capacity of local groups through training and participatory community needs assessments which later are used to formulate sustainable municipal development plans. Thus far, more than 2,200 individuals have benefited from the program which has increasing their capacity to resolve problems through negotiations with local authorities.

In Argentina, 130 program coordinators, teachers, librarians and school principals trained by *Fundación Leer* (AR-330) in the literacy and life skills aspect of the Open Book Project were able to resolve problems associated with implementation. They adjusted school schedules to accommodate new tasks or extended the time allotted for various activities to allow participants to complete assignments.

Self-Esteem

Personal recognition of self-worth and human dignity and a sense of potential are attributes of self-esteem, which plays a key role in human accomplishment and development. Most IAF-supported activities aimed at tangible results affect the self-esteem of the people targeted by these activities. For example, more than 25,000 children and youth, as well as 150 program coordinators, have raised their self-esteem by participating in *Fundación Leer*'s after-school reading and interpersonal skills program. Through books available to take home, the program offers children an important opportunity to select something of their own to keep, and learning continues with their families. As a result, the children's attitude toward read-

ing and libraries has improved, along with their reading and learning skills. Further, children find in *rincones de lectura* (Reading Corners) a place where their wishes and preferences are respected.

Appreciative parents, by the same token, are becoming more involved in their children's education and spend more time with them, thus, boosting the children's self-esteem.

Centro Independiente para el Desarrollo de Honduras (HO-231) in Honduras, reported that since its IAF-funded program began in 1999, approximately 4,200 beneficiaries have more self-esteem. The grantee based its assessment on the beneficiaries' enthusiastic reaction to events such as the Second Garifuna Song Festival, where preventive messages about sexually transmitted diseases, including HIV and AIDS, were conveyed to the crowd. Additionally, agricultural and natural resource management workshops have fostered a sense of empowerment in participants.

Cultural Identity

Asociación para el Desarrollo Económico, Educativo y Cultural de Guatemala (ADEEC) (GT-265), provided training in weaving to indigenous women in the Q'eqchi communities of Samanzana and Secanal II. The objectives were twofold: to provide women with the skills to earn a living and to preserve traditional indigenous weaving techniques. Further, the training taught weavers the significance of the *güipiles*, human and animal figures used in the designs on skirts. A total of 230 women weavers are now linking their work to traditional indigenous designs.



Miguel Cuevas



Rebecca Janes

In Panama, *Centro de Estudios para la Promoción del Desarrollo* (PRODES) (PN-265) reported that 2,600 individuals have stronger ties to their cultural heritage as a result of grant activities. In FY-03, beneficiaries participated in the fourth annual Congo Dance Festival held in Portobelo, Colón, sponsored by the National Institute of Culture, the Ministry of Education, the provincial government and the municipality. The festivities commemorate Black Heritage Day and the last one included an exhibit of photos depicting black folklore.

Ayllus Originarios de Quila Quila (BO-473) in Bolivia reported that project activities related to preservation of natural resources and training in cultural identity, indigenous rights and land management have given the indigenous people of Quila Quila a greater sense of cultural identity and an appreciation of the need to preserve a protected area rich in paleontological treasures.

Grantee and Beneficiary Innovation

As defined by the IAF, innovation is the capacity to develop creative solutions with the materials and resources available and to apply new strategies or methods that integrate traditional and modern knowledge and practices. This is one of several GDF indicators for which information is collected by gender when available.

During FY-03, grantees from 13 countries reported 27,200 individuals displaying greater skill at innovation, of whom 44 percent were male and 56 percent female, percentages which varied in the different countries. In El Salvador, for example, the split was 66 percent male and 34 percent female. In Colombia females accounted for 74 percent of the beneficiaries displaying greater skill at innovation. *Fundación Restrepo Barco* (CO-476) reflects the Colombia portfolio; of more than 500 individuals with greater skill at innovation skills, 63 percent are females and 37 percent males.

In Argentina, the *Asociación de Mujeres Warmi Sayajsunqo* (Warmi) (AR-329) is providing micro-credit to community members, but Warmi's members are running the operation and deciding who receives credit. Especially in the Argentine *altiplano*, this is innovative, since previous credit operations were run by outsiders.

Guatemalan farmer beneficiaries of the *Fundación para el Desarrollo y Fortalecimiento de las Organizaciones de Base* (FUNDEBASE) (GT-272) used banana leaves around their crops to retain moisture in the soil. Banana leaves are more readily available than plastic sheeting, which is costly.

Part III: Profiles of Projects Ending in FY 2003

ARGENTINA

FUNDACIÓN PARA EL DESARROLLO DEL CENTRO CHAQUEÑO ECONOMIC DEVELOPMENT THROUGH SUPPORTING SMALL ENTREPRENEURS GRANT AMOUNT: \$200,000

Background

Fundación para el Desarrollo del Centro Chaqueño (FUNDECCH) is a nongovernmental organization that obtained legal status in 1990. Working in El Chaco province, FUNDECCH aims to promote sound development policies. It successfully applied for an IAF grant in September of 1999 to establish a revolving loan fund for low-income borrowers and provide technical assistance to micro-entrepreneurs working in the informal market.

Objectives and Results

FUNDECCH's broad objective was to encourage the productive activities of small-scale producers of goods and services, improving the quality of life of low-income families in the Domo Central del Chaco region. Such producers generally cannot obtain credit from traditional sources. The FUNDECCH credit line would be made available to those already working as micro-entrepreneurs, as well as those who wanted to initiate such activities.

FUNDECCH's goal was to extend 300 loans of US\$1,000 each in the first year of its funding, and loans of progressively increasing amounts over the next two years. FUNDECCH also aimed to provide a series of 48 technical training courses on micro-enterprise development, financial analysis management and business administration to help the micro-entrepreneurs develop and manage their businesses.

Through the revolving credit system, FUNDECCH eventually extended 605 loans averaging \$1,100 each and totaling \$682,000. Perhaps most importantly, the revolving loan fund continues and can, through repayments with interest, continue beyond the timeline of the original grant. Of the 48 projected courses, 39 were realized; attendance totaled 540 participants. Of these, 500 directly applied new

skills and knowledge to their business. For example, micro-entrepreneurs learned simple bookkeeping techniques, which they later used to track their income and expenses.

Lessons Learned

Project administrators highlighted the importance of flexibility in view of the Argentine economic crisis, including the devaluation of the peso in January of 2002. Whereas before 2002 many small businesses had successfully sold imported goods with a high profit margin, the devaluation put such goods out of reach for most consumers. The market shifted to a new emphasis on substituting locally developed products and extending the useful life of older articles through repair and reuse. Small repair workshops for household goods and automobiles, as well as carpentry and tailoring, grew in importance. The devalued currency increased the demand for clothing and honey for export.

FUNDECCH responded to these changing needs by expanding course offerings to include such practical skills as pickling, bee husbandry, candy production and soy production. These courses were very popular and the new skills were quickly put into practice. At a macro level, FUNDECCH was also able to negotiate a number of favorable agreements with both private and state entities to assist small-scale producers and entrepreneurs under the new economic circumstances.

The benefits of a program design that allows a project to continue beyond the original grant are also evident. Through FUNDECCH's revolving loan system, the original loan fund amount was augmented over time to further serve its intended beneficiaries.

BOLIVIA

TALLER DE HISTORIA ORAL ANDINA INCREASING INDIGENOUS COMMUNITY PARTICIPATION IN LOCAL DEVELOPMENT GRANT AMOUNT: \$257,050

Background

Founded in 1983, the *Taller de Historia Oral Andina* (THOA) is a nongovernmental organization comprised of sociologists, anthropologists, educators, community planners and economists who carry out training, social communications, social research, education and organization-building activities in rural communities of Bolivia's altiplano. Given the value of oral history as a resource for understanding the indigenous population, THOA used symbols such as the *wiphala* (an indigenous flag) and the *ayllus* (indigenous community organizations) as reference points for its mission: to promote the reconstruction of the *ayllu* and encourage its role in local development.

Through an IAF grant awarded in September 1997, THOA designed the project titled "*Del Ayllu y la Marka al fortalecimiento del poder local*" and, later, the complimentary project "*Programa de Difusión, Ejercicio de los Derechos de los Pueblos Indígenas y Desarrollo con Identidad*." The goal was to facilitate greater community participation in local development by giving the community-based indigenous *ayllu* organizations a stronger role in local government. Originally planned for three years, the grant was later extended through June 30, 2002.

Objectives and Results

The specific project objectives were to place the two indigenous municipal districts of Muñecas and Mollo under the traditional *ayllu* authorities in the altiplano province of Muñecas and to secure representation of the *ayllu* authorities on the committees overseeing the municipal government of Umala, also in Muñecas. THOA hoped to enable the traditional organizations to leverage public funds earmarked for municipal government.

THOA accomplished its goal of training 50 Aymara leaders in local government administration, local development planning, indigenous rights and women's participation. Training sessions were held throughout five communities. THOA conducted two studies in natural and sociocultural resources in the three selected zones and a self-assessment in organizational, productive and economic potential in Qamata.

THOA also planned to conduct mapping and meetings, discussions, and document analysis as exercises for redistricting the sub-municipal boundaries. Boundaries were officially set for pilot territories Ayata and Qamata, two zones in the department of La Paz mainly populated by indigenous groups. Establishing new geographic boundaries for the traditional indigenous *ayllu* and providing assistance in obtaining legal status enabled the communities to access municipal development funds for community investments. The communities were also encouraged to take advantage of financial resources and economic opportunities afforded by Bolivia's new laws related to decentralization and popular participation.

THOA planned to publish five booklets on its experience with empowering *ayllus* in local government and disseminate them among other Aymara altiplano groups. One pamphlet, a guide for developing leaders, was published; it addressed the themes of internationally recognized indigenous rights and indigenous community rights acknowledged in national legislation. Another text on human rights and indigenous community rights was also produced.

Lessons Learned

Among the lessons learned was the importance of understanding the target community:

Communication in their native language elevated self-esteem among the indigenous people. Legal documents in Spanish were drafted so that they could be understood and some were translated. For best results, project activities were adapted to agricultural calendars, rituals and festivals.

Few institutions had a multidisciplinary team able to discuss indigenous themes. Therefore, it was important for authorities and leaders to be

able to understand the problems of the indigenous communities they represented.

THOA collaborated with the *Consejo Nacional de Ayllus y Markas del Qullasuyu* (CONAMAQ) to secure proprietary rights over community lands in the departments of La Paz, Oruro, Chuquisaca and Potosí. THOA planned to apply the lessons learned from the two pilot territories in its training and technical assistance for leaders and representatives of other communities. All of these factors laid the foundation for future work with *ayllus*.

BRAZIL

POEMAR - NUCLEO DE AÇÃO PARA O DESENVOLVIMENTO SUSTENTÁVEL CONSOLIDATING FOOD PROCESSING INDUSTRIES FOR THE AMAZON

GRANT AMOUNT: \$262,208

Background

Nucleo de Ação para o Desenvolvimento Sustentável (POEMAR), the organization behind *Bolsa Amazônia*, was founded in 1992 to alleviate poverty through the sustainable use of natural resources in income and job creation and through the promotion of social and ecological responsibility. POEMAR's extensive activity in poor, rural communities led its founders to the conclusion that small producers had difficulty making sustainable use of their plentiful natural resources and in marketing them to assure their families' quality of life. In a very successful program, POEMAR linked a rural community with DaimlerChrysler, the automobile manufacturer, in the production of interior car parts using natural fibers from coconut palms.

POEMAR proposed to use a two-year Inter-American Foundation grant awarded in 2000, to work in three communities representative of the Amazon region. Through the project, a fishing village would reach a broader market through improved food preservation techniques, a slash-and-burn agricultural area would process surplus bananas into dried fruit for domestic consumption and a rapidly growing squatter settlement would process banana pulp for processing into flour or use in other food products.

Objectives and Results

The project objectives outlined by POEMAR were essentially site-specific to the participating communities:

- * Intensive technical assistance in production and marketing as well as better technology, including a refrigerated fishing boat, fish processing equipment and packing machines, would benefit 200 fishermen in Porto de Moz by improving their businesses and quality of life.

- * The Small Producers Association of Camurituba, a roadside community, would maximize their production of dried fruit products through the installation of solar panels in a drying plant, benefiting 30 farming families.
- * The consolidation of operations of a fruit processing plant for the manufacture of banana flour in the community of Novo Paraíso would benefit 800 members of the Resident and Small Producer Association of Grotão dos Caboclos de Novo Paraíso (ACROCANP).

POEMAR also planned to hold 20 training modules of 40 hours each for the 360 members of the three participating community associations at the project sites and in POEMAR's specialized food-processing labs. These modules covered business management, quality control, packaging, marketing and industrial design of manufacturing processes.

While unforeseen technical, cultural and market difficulties delayed or hampered the full functioning of the plants during the two-year grant period, the potential productive capacity of the three villages was positively affected. Specifically, the projects helped attract subsequent ancillary investments and improvements to the communities. Thanks to an agreement between the grantee and the state government, two communities receive electrical power, reducing production costs. In Camurituba, the very existence of the processing plant encouraged the municipal government to build a new road and bridge, which facilitates access to the community and allows for easier, less costly transport.

The successful completion of the technical training allowed for the implementation of new techniques as well as more effective community management built on sustainable production methods. The three community associations partnered with POEMAR

have greater experience with wider and more selective markets. Such challenges have contributed toward a renewed sense of solidarity, optimism and cohesion. Finally, many of the lessons and models considered in the course of this project have since been adapted for use in similar agro-industry projects in six other communities in this region.

Lessons Learned

POEMAR's coordinators point to the importance of extensive preparatory research and planning, of including project beneficiaries as active participants in the greater process, of administrative flexibility in dealing with a market-centered project and of a long-term approach in developing industries in communities unaccustomed to deadlines and timetables. A long-term approach has made the difference in not only adding value to products and establishing vital market links with important corporate partners, but also in assuring the conservation of the natural environment from which these communities may continue to draw their sustenance.

CARIBBEAN REGION

GRUPO DE DESARROLLO RURAL NACIONAL ASSISTING LOCAL FARMERS ON THE HAITI-DOMINICAN REPUBLIC BORDER GRANT AMOUNT: \$188,300

Background

The nongovernmental organization *Grupo de Desarrollo Rural Nacional* (GRAN) aims to promote and improve agricultural productivity on the Haiti-Dominican Republic border. Focusing on organic and biodynamic farming techniques, GRAN functions in response to simultaneous demands in emerging national and international markets. Affiliated with farming associations, GRAN has worked with nine Dominican communities to improve production techniques toward a more competitive position in the world market. Through technical assistance and training programs in areas related to credit, organic certification and export, the organization has improved sales of organic coffee and basic grains. GRAN used its three-year IAF grant to apply advanced production techniques to expand its success in the Dominican Republic to Haiti.

Objectives and Results

Overall the project aimed to improve the handling of natural resources and standard of living for 1,700 farmers in the areas on both sides of the Haiti-Dominican Republic border. Specifically, GRAN hoped to apply a certification program to 500 farms in the Dominican Republic and 140 in Haiti. It anticipated extending credit to 600 Dominican farmers during the first year of the project. By the third year, the small loan program administered by GRAN would include 760 farmers in the Dominican Republic and 400 farmers in Haiti. The organization also planned to establish four new community banks to supplement the existing ones. It hoped to expand its membership to include agricultural associations. Collaboration among certified associations and national and international businesses specializing in the commercialization of organic products would increase access to wider markets for organic products.

By the end of the three-year program, 960 Dominican farmers were trained in areas such as improved organic farming techniques and micro-credit management; 300 Haitian farmers had received similar training. Certification activities affected 600 farmers in the Dominican Republic compared with 20 in Haiti. However, 90 percent all farmers applied their training to prepare for certification in the future.

Although no new community banks were established, the existing ones were reorganized into 20 banks. Due lack of experience with credit funds and political instability, the credit component of the project was not accomplished in Haiti. However, 900 farmers qualified for loans in the Dominican Republic and also benefited from the assistance provided by the newly created Dominican Coffee Council (CODOCAFE).

Lessons Learned

A significant lesson learned through this project was the importance of the farmers' dependence on outside sources, including banks, NGOs, local special interest associations and government. Associations of Dominican coffee growers formed during a period of decreased demand allowed for mutual assistance while income was depressed.

The national government offered coffee producers monetary incentives that motivated them to achieve production goals and assisted with costs. At the conclusion of the project, all indicators pointed to GRAN's continued support of the coffee producers in the Dominican Republic. In comparison, the near-absence of a support network in Haiti made it difficult to meet project goals on that side of the border.

COLOMBIA

CENTRO DE EDUCACIÓN E INVESTIGACIÓN PARA EL DESARROLLO COMUNITARIO URBANO

EXPANDING OPPORTUNITIES FOR POOR WOMEN

GRANT AMOUNT: \$278,956

Background

The *Centro de Educación e Investigación para el Desarrollo Comunitario Urbano* (CEDECUR) is a nonprofit association of women development professionals who focus on urban projects benefiting poor women. Since 1994, CEDECUR has worked in the Aguablanca district of Cali with about 600 women in an adult education program. CEDECUR's work in Aguablanca has been instrumental in creating the *Red Fuerza Viva de Mujeres*, a network of 25 women leaders, and the *Escuela de Mujeres*, which resulted from its educational program.

This project arose out of the recognition that poor women in urban Colombia are not only single heads-of-household but also are far more likely than men to be unemployed or to work in the informal sector. CEDECUR aimed to help some 300 women of Aguablanca and their families by expanding opportunities for formal education and training and by helping the women establish sustainable, small-scale agricultural enterprises to improve their families' nutrition and income. Central to this plan were initiatives to offer educational programs at the primary and secondary level, to prepare a farm for cooperative agricultural production, to introduce home industries, such as canning, and to encourage family gardens. CEDECUR received a three-year IAF grant in March 2000.

Objectives and Results

CEDECUR's overall goal for the project was to provide poor women in this marginal area of Cali with the means to support their families and improve their nutritional standards through education, training and food production. This broader goal was broken down into a series of quantitative and qualitative indicators. The first set of indicators

corresponded to the progression of 130 women through primary and high school education equivalency programs under the coordination of the *Escuela de Mujeres* and the women of the *Red Fuerza Viva de Mujeres*. This would affect the leadership and organizational skills of women of the *Red*, constituting a type of informal education.

A second set of goals was connected to the successful training of 130 women in basic and advanced agricultural production, in the appropriate technology and in the preservation and pickling of food products. In this connection, a five-hectare organic farm was put into production. As an element of this initiative, CEDECUR set the goal of organizing technical assistance for 65 women to help them develop family gardens, coordinate land cleaning, soil preparation, construction and planting and stock the farm with 500 chickens.

On a qualitative level, the program hoped to impact these women through a greater connection to their community and an enhanced appreciation of their role as women in the larger political and economic spheres. CEDECUR also pointed to the critical importance of women's education in creating greater equity for women, in encouraging them to exercise their rights and in guaranteeing the education and advancement of their children.

While the programs were successful in enrolling participants, and even exceeded the original projections, student retention was more difficult as is common with adult education programs. As the members had hoped, 130 women advanced a full educational level through this training, obtaining primary or high school certificates and preparing themselves for the job market. Despite a major downturn in the national economy, 20 of these women directly improved their circumstances through obtaining new employment over the course of the project.

The project administrators and participants also highlighted the importance of a broadened world view, of enhanced self-esteem, of increased civic commitment and participation and of the development of the ability to work in groups, to think analytically and to respond constructively to the broader needs of their communities. This was demonstrated by the continued participation of a number of these women in the community work of the *Red Fuerza Viva de Mujeres*, even after completing their education.

The more technical, agricultural element of the project was also successful despite its challenges. The organic farm and family parcels were developed and gradually improved, through increased planting and animal production as well as through an increasingly autonomous administrative structure, in which the women met and voted on how to best exploit the resources of the farm. Training courses and hands-on learning methodologies allowed the relatively inexperienced women to move toward self-sufficiency through sales of their agricultural products (crops and animals). Their families all benefited as well from nutritional produce.

Lessons Learned

A clear lesson of the CEDECUR project was that improving the education and productive capacities of women can dynamically affect family welfare. This was most clearly illustrated in the involvement of the 60 women in the organic farm and the family plots. Additionally, more than 300 individuals in their families improved their daily diets.

Also important to an assessment of this project is an acknowledgement of the effects of the broader social and economic context on results. Colombia's economic crisis of the last three years has raised the percentage of people living below the poverty line and reduced the average per capita wage. Studies still show that women suffer the highest rates of unemployment nationally. This context has affected the participants and tempered project results.

ECUADOR

UNIVERSIDAD POLITÉCNICA SALESIANA

TRAINING COMMUNITY LEADERS THROUGH DEVELOPMENT-CENTERED EDUCATION

GRANT AMOUNT: \$175,000

Background

The Universidad Politécnica Salesiana (UPS), a private university that obtained legal status in 1994, is recognized in Ecuador as a pioneer in developing innovative teaching approaches. The central objective of the UPS is to train low-income, ethnically diverse Ecuadorians in practical skills that will enable them to achieve a better quality of life for themselves and for their communities.

Through consultation with representatives of local government, community alliances and nongovernmental organizations, the UPS identified a need for a more systematic approach toward educating and expanding their community leadership base. The UPS, therefore, decided to launch a new school of management and local development within its faculty of human sciences. The aim of this school would be a ground-breaking training program in grassroots methodologies that would include strategies, participatory planning and evaluation, resource mobilization, project management, accounting, results assessment, conflict management and cultural revitalization. Supported by a five-year grant from the IAF, the program was set up in 1997, and the first class of students matriculated in 1999. IAF's grant was later extended through January, 2003.

Objectives and Results

In its proposal to the IAF, the UPS identified two basic objectives in founding the school of management and local development: to train leaders of community-based organizations, local government functionaries and elected officials in grassroots development and to strengthen community-based organizations through the trained leaders' application of their newly acquired knowledge and skills.

The goal of the UPS program was to train 200 leaders. The school worked closely with a number of key community organizations in designing a curriculum that would build on their experience. This curriculum covered local development, social management and participatory methodologies. Instruction was to be facilitated through a decentralized system that involved three regional centers and a modified cycle of distance-learning, with on-site classes and independent work. This methodology allowed most students to maintain their leadership posts and jobs in their communities. This first period also involved the initiation of ongoing teacher training and the creation and maintenance of an Information Center that specializes in the collection and publication of documents and other resources on development. While the UPS also set the goal of creating a student scholarship fund in conjunction with the Quito Chamber of Commerce, this objective was not realized due to funding cut-backs by partner institutions.

Since the first class entered in 1999, 1,250 students have matriculated into the program over eight semesters. The students represent the full diversity of Ecuadorian society, with 7 percent of the students identified as Afro-Latino, 39 percent as indigenous, and 54 percent as mestizo. The men and women are equally represented.

While the number of students is the most obvious indicator of success, project administrators also point to such important intangible results as better self-esteem, a new consciousness of cultural identity, improved communication, greater awareness of the national social reality and a clearer vision of the students' role as actors within that society. They also highlight the effect of the increase in capable, local development professional in a country that struggles with excessive centralization and the concentration of qualified actors in the largest cities.

Lessons Learned

One of the important lessons stressed by the project administrators is the impact of a decentralized approach to education and capacity-building. Allowing many of the students in the program to remain in their home communities and to continue working in the leadership positions they already hold, minimizes economic costs and reduces the “brain-drain” often suffered by small communities.

A second key lesson is the long term nature of human resources development and capacity-

building. While the school became a reality and many students enrolled, the real impact of such a project must be judged over the long term. Its particular impact on development in Ecuador and on the local institutions and NGOs it hopes to reach can only be measured in the practical changes that such training can effect at the grassroots.

EL SALVADOR

SOCIEDAD COOPERATIVA DE EMPRESAS AGROPECUARIAS DE LOS MUNICIPIOS DE JOCORO, CORINTO, DIVISADERO Y SOCIEDAD

FACILITATING SUSTAINABLE ALTERNATIVE PRODUCTION AND MARKETING

GRANT AMOUNT: \$278,500

Background

The *Sociedad Cooperativa de Empresas Agropecuarias de los municipios de Jocoro, Corinto, Divisadero y Sociedad* (JOCODIS) was founded in 1997 to improve the lives of small-scale farmers by coordinating local development efforts of its members, which are cooperatives and community organizations. JOCODIS works with its members, in coordination with the *Comité de Desarrollo Local – Jocoro*, to design and carry out programs addressing local ecological problems, such as loss of biodiversity and forest degradation, and the improvement and diversification of agricultural production.

This particular project came about in 1998 in the aftermath of Hurricane Mitch, which caused severe damage in Central America. JOCODIS received a three-year IAF grant, later extended for an additional six months, to assist with post-hurricane rebuilding efforts and to foster longer-term economic development in the affected areas. Through training and technical assistance programs, JOCODIS aimed to strengthen its member organizations and facilitate sustainable alternative production and marketing activities. Activities programmed simultaneously with the training were expected to lead to a reduction in environmental deterioration. On a broader scale, JOCODIS hoped to enable its member organizations to coordinate more effectively with local governments, government ministries and other nongovernmental organizations.

Objectives and Results

To achieve the desired results, JOCODIS planned to train its 1,680 members in 285 workshops for 30 people each, which would cover agro-forestry, soil conservation and agricultural production tech-

niques. JOCODIS would develop demonstration plots for the production of bananas, corn, beans, papaya, cashews and other crops in each of the four municipalities served. Through organized site visits to the plots, farmers would be able to witness the application of new techniques. Another component of the project was the establishment of a 300,000 tree nursery that included 75,000 trees planted in each of the municipalities. JOCODIS also proposed the construction of trenches, barriers and terraces to prevent soil erosion and improve cultivation. Each year, the grantee aimed to create four 15-member ecological clubs that would promote environmental interest and activity in the project area and facilitate strategic alliances among member organizations, municipal governments, nongovernmental organizations and government ministries.

The project succeeded in assisting the Joroco, Corinto, Divisadero and Sociedad municipalities in recovering from the great losses caused by the hurricane. A total of 280 training workshops were completed in the four municipalities. Technical assistance, direct and indirect employment and the grantee's training program reached 19 communities. Nearly 1,200 people participated in the site visits to demonstration plots. However, some of the crops suffered the effects of the drought that plagued the production zone. By the end of the project, 304,000 fruit (papaya, cashew and tamarind) and woody tree seedlings had been produced, surpassing the initial goal. Soil conservation strategies including trenches, barriers, terraces, stone fencing, and live pine fencing reached project goals. The adoption of ecologically sound cultivation methods led to an increase in production and an improvement in the environment. Farmers ceased using slash-and-burn practices, improving air quality. In addition to building trenches and terraces, to reduce soil erosion and increase moisture retention, they diversified crop to become less vul-

nerable to market fluctuations. All four regions created ecological clubs that currently work with other regional groups on environmental awareness programs.

Lessons Learned

A lesson learned from this project was the possibility of recovering from the devastating effects of a natural disaster. Although the region suffered the loss of an entire cropping season, it re-established its annual crop with improved seeds and new production techniques acquired through training. Cultivating one crop per year was preferable to the increased risk associated with a second crop cultivated during the winter season with its unfavorable weather conditions. The combination of these factors has increased likelihood of successful harvest when compared to farm practices before the hurricane.

As evidence of economic development through this project, approximately 480 jobs were improved by the application of soil conservation methods, which led to the direct improvement of living conditions.

Although local environmental protection laws were nonexistent, the project helped to raise awareness of the importance of conservation. The creation of the ecological clubs laid the foundation for new collaborations between JOCODIS and several different entities such as the municipal government, police, health unit and the Casa de la Cultura. In fact, the project led to the founding of a new NGO.

GUATEMALA

ASOCIACIÓN DE SALUD Y DESARROLLO RXIIN TNAMET *SUSTAINABLE HEALTH STRATEGIES IN INDIGENOUS GUATEMALA*

GRANT AMOUNT: \$213,600

Background

The rural municipalities of San Juan La Laguna and Santa Clara La Laguna are neighboring communities in Sololá, a department with large indigenous population and, until recently, no official health presence. Located at a strategic crossroads, they were a natural fit with the *Asociación de Salud y Desarrollo Rxiin Tnamet* (Rxiin), a grassroots organization that focuses on improving health conditions for women and children in rural indigenous communities. In 1998, Rxiin's received an IAF grant toward implementing this vision in San Juan La Laguna and Santa Clara La Laguna. Rxiin has broad experience managing health clinics, training local volunteers in preventative health education and organizing local health committees.

Objectives and Results

Rxiin's objectives were to provide timely medical advice and treatment, increase access to low-cost medicines and laboratory services, and teach its beneficiaries about prevention, nutrition and other measures to improve their health. Through trained volunteers and health committees, the grantee also aimed to strengthen the communities' organizational capacity to assess, treat and prevent disease and to address general health problems.

Through this program, Rxiin wanted to reach 2,400 young children and 1,100 women. Working in partnership with the municipal governments and Ministry of Health, the grantee would provide services in two clinics, train 100 volunteer community health educators and help the surrounding villages set up health committees and pharmacies. It would also provide the health educators monthly training on prevention, sanitation, nutrition, and maternal, prenatal and infant care.

Rxiin reached 1,630, rather than 2,400, but it reached 1,400 women, rather than 1,110. The unplanned inclusion of a number of men in the services or trainings increased total project beneficiaries by 700. An increase in awareness was demonstrated when the level of reported child vaccinations and the percentage of women who reported seeking health services for children with a cold or difficulty breathing both rose by 15 percent. The percentage of women who reported seeking help for a child with diarrhea rose by 25 percent. The program trained 90 health volunteers, organized three local health committees, equipped six rural community "medicine chests" with basic medical supplies and set up two full clinics.

Lessons Learned

The project directors and beneficiaries highlighted several lessons learned over the course of the project:

- * NGOs can provide health programs and infrastructure in underserved rural areas.
- * The involvement of a broad cross-section of community actors, from beneficiaries to local and national government to private or social service organizations, is critical to sustainability in that it allows for efficient resource management.
- * Although the provision of medical services pays for itself in part through consultation and medicinal fees, continued provision must be subsidized to some degree, as the majority of the beneficiaries cannot afford to pay the full cost of the services.
- * Health personnel who are respected by the community, understand its culture and customs, and speak the native language guarantee that quality health services offered are welcomed and used.

HONDURAS

RED NACIONAL DE ALFABETIZACIÓN DE HONDURAS *BUILDING INFRASTRUCTURE FOR LOCAL ECONOMIC DEVELOPMENT*

GRANT AMOUNT: \$453,000

Background

Census figures from 1998 show that 34 percent of Hondurans were illiterate. In rural areas, the figure surpassed 70 percent, not including those formerly literate who had fallen out of practice for lack of reading material. Illiteracy was a problem for farmers and their families trying to interact with buyers. Illiterates had difficulty participating in a democratic system.

That same year, the *Red Nacional de Alfabetización de Honduras* (RNAH) was created when the directors of the 11 organizations (seven of them former IAF grantees) joined together to improve the coordination and effectiveness of their literacy efforts through better training of literacy workers. Today, RNAH is a coordinating committee for a network of Honduran organizations, most of them active in literacy work for at least 10 years.

The RNAH has received two awards from the IAF. The first was a two-year 1994 grant toward offering five-week courses in organizing and implementing literacy projects for approximately 260 workers from its 11 member organizations; the second, the subject of this report, was a three-year 1998 grant toward building and managing 20 community libraries.

Objectives and Results

RNAH's strategy was to form alliances with municipal governments, the private sector and other community organizations. The 20 communities were to use their respective libraries for literacy training, youth education and community development activities. Part of the grant funds was for a revolving loan fund to enable libraries and community micro-enterprises to generate income for each library's operating expenses and to increase income of literacy program participants. Training would be offered

to an estimated 270 community members and leaders in topics such as library management, local development planning and implementation, and the development of literacy materials. The grantee also aimed to organize at least one women's group per community for future involvement in the educational and cultural development process.

Because its members had previously developed seven libraries, RNAH knew that a high level of beneficiary commitment and responsibility was crucial to success. The libraries, therefore, would be built only in communities where a RNAH member had already completed a literacy/adult education program, a clear indicator of local interest and commitment. By project's end, 18 libraries were fully functioning; two other libraries had been constructed but had not yet been inaugurated. Not specifically stated as an original project goal was the reconstruction of four libraries devastated by Hurricane Mitch in 1998. The libraries have become a meeting ground for different community organizations to plan future development projects. Students participating in distance-learning have met at the libraries to attend classes via radio, evidence of the far-reaching benefits. Of the 20 target communities, 14 benefited from the relationship formed among librarians, local development groups and the municipal government.

The training program in library management, planning and organization benefited a total of 720 people, of whom 80 percent actively participate in various community organizations. Roughly 400 women were trained in women's rights; 60 women in two of the community groups formed participated actively in a women's network and became members of various boards; 80 percent of the female trainees were involved in other community projects.

Lessons Learned

Recognizing that a high rate of illiteracy can hinder local development, the project administrators valued the determination of beneficiaries to seek appropriate support and training. One lesson learned was that results of literacy training might take time but strengthened the project as a whole.

Women were especially willing to participate in activities geared toward personal achievement and community development.

Although important relationships formed among beneficiaries, local development groups and municipal government, local and municipal authorities do not generally support activities that focus on education.

Distances between the communities, communication difficulties and inclement weather may have delayed implementation of the project but did not prevent the project from moving forward.

MEXICO

MILPAS DE OAXACA, A.C.

IMPROVING NUTRITION, HEALTH AND ENVIRONMENT IN INDIGENOUS COMMUNITIES, MIXTECA ALTA, OAXACA

GRANT AMOUNT: \$64,302

Background

Oaxaca is a southern Mexican state where erosion, deforestation, overgrazing and irregular rainy seasons have made it difficult for farmers to depend on their own crops for basic nutrition. The excessive use of chemicals has only hastened the deterioration. Nutritional deficiencies, high infant mortality rates and discrimination against indigenous people and women have also prevented rural Oaxacans from reaching acceptable levels well-being and quality of life.

Founded in 1997, *Milpas de Oaxaca A.C.* (MILPAS) is a nongovernmental organization based in the city of Oaxaca. MILPAS' primary objective is to facilitate capacity-building processes whereby rural communities improve their quality of life in a way that enhances community participation in problem-solving and preserves the natural resources of the area. The organization manages programs in community development among the Mixteca Indians in the zone of Nochixlan as well as along the coast. MILPAS supports the development of community projects by organized groups with material resources, training, technical assistance and links to other groups. Members of MILPAS serve community groups as facilitators, consultants and investigators.

MILPAS has worked in Mixteca since 1997, supporting and strengthening farmer groups through training that enables them to plan projects affecting health, agriculture and the environment. The project "*Nutrición, Salud y Medio Ambiente en Comunidades Indígenas de la Mixteca Alta de Oaxaca, Mexico*" as originally proposed to the IAF in 1998 focused on seven communities in the Coixtlahuacán district. The idea came about after MILPAS had completed a series of workshops in

natural medicine in coordination with the *Parroquia de Apoala*. The initial proposal also called for the collaboration of two local groups: the grassroots organization *Centro de Desarrollo Integral Campesino de la Mixteca* (CEDICAM), to provide technical assistance; and the *Instituto Nacional de Nutrición Salvador Zubirán*, to provide nutritional training. Between the submission and approval of the proposal, MILPAS had limited contact with the *Parroquia* whose participation was unclear. At the same time, the relationship between CEDICAM and the *Parroquia* had become so strained that they no longer wished to work together. Given the falling out and that *Parroquia* never defined its position, IAF suspended the grant until MILPAS' proposal was formally amended with respect to beneficiary communities and project partners. The amendment was approved in January 2002 regarding activities to take place in the coming year.

Objectives and Results

The main objective of the project was to improve health, nutrition, food security and natural resource conservation in forested areas, benefiting 1,200 Mixtecos in seven communities. Activities were divided between agriculture and health. For the agriculture component, MILPAS would coordinate training, technical assistance, production and distribution of educational materials, and the local media's promotion in of its activities supporting reforestation, soil conservation, organic horticulture and traditional medicine. Local groups would organize seven community nurseries with a capacity of 2,000 seedlings for distribution among indigenous families. With assistance from the *Fondo Mexicano para la Conservación de la Naturaleza*, the number of seedlings produced jumped to 155,000 by the end of IAF's funding.

The grantee aimed to promote the conservation through reforestation and reduction of the use of wood as fuel. Toward this end, a goal was to build 100 stoves that did not require firewood; by the end of the project 94 stoves had been built. Soil conservation techniques included construction of stone and live barriers.

The health segment targeted consumption of healthy and nutritional foods. All participating families developed individual gardens, and two community

gardens were developed. To increase consumption of vegetables, and to prolong the time these would be available to families, courses were offered in food preparation and canning. A total of 140 women from the seven communities participated in health activities. These communities also formed community pharmacies offering basic herbal medicines.

Although the grantee proposed planting medicinal herbs, that goal was not realized due to cold weather. Nonetheless the land was prepared for future use.

Lessons Learned

Communication between the beneficiaries and local partners is crucial, as learned from the difficulties at the outset of the project. MILPAS' lack of communication with the parish of Apoala and the parish's poor relationship with CEDICAM caused CEDICAM to abandon the project. Even without IAF funding, MILPAS could have planned low-cost activities in Apoala to keep the project going and prevent the disintegration of the relationship.

One organization cannot solve all the problems of a community. Clearly, strong relationships with municipal authorities were important as were shared responsibilities. If the authorities were kept apprised of all aspects of the project, they were more likely to support it with volunteer labor and other resources.

Women were more likely than men to be motivated and organized. They were also more likely to take on new activities and work together even without funding.

Although initially the grantee aimed to train project promoters who would then train families, the project administrators learned that it was more realistic and beneficial to train everyone simultaneously. One reason for this was that the promoters would not accurately pass on the information they had learned, perhaps due to inexperience. Rather than teaching, therefore, the promoters would simply reinforce what they learned and provide follow-up training in the future.

Long-term progress was more realistic than immediate results. One year was not sufficient for groups to be fully functioning on their own. More time was necessary to achieve group cohesion and to narrow down the participants to those truly dedicated to the goals of the project: confidence, self-esteem, strategic planning, conflict resolution and technical training. Project administrators should be encouraged to identify natural leaders who demonstrated exceptional dedication, communication skills, learning ability and the willingness to share their knowledge. Providing those leaders with specific support would ensure success for the future.

NICARAGUA

CENTRO DE PROMOCIÓN DEL DESARROLLO LOCAL *DEVELOPING LOCAL ECONOMIC DEVELOPMENT CORPORATIONS AFTER HURRICANE MITCH* GRANT AMOUNT: \$300,000

Background

The devastation wreaked upon numerous small Nicaraguan communities by Hurricane Mitch in 1998 often included a severely weakened local economy, the destruction of productive resources and considerable property damage. The *Centro de Promoción del Desarrollo Local* (CEPRODEL), founded as a grassroots support organization in 1989 to provide the poor with assistance in housing, access to public services and microenterprise development, responded to crisis. CEPRODEL signed a covenant with the IAF in 1998 to help local producers in the municipalities of Posoltega and Chichigalpa recover from the impact of Hurricane Mitch and to promote and implement sustainable economic development. Its proposal centered on the formation of a *local economic development corporation* (LEDC) in each municipality and on a working capital fund extending loans to small-scale farmers and entrepreneurs for reviving sustainable cash and subsistence crops.

Objectives and Results

The principle objective of the LEDC was to bring municipal authorities together with representatives from local businesses, community organizations and residents to address local economic development in each municipality. Once incorporated, the LEDCs would establish local offices, formulate local development agendas and train to manage the fund to be established by CEPRODEL with the goal of extending approximately 300 small loans averaging between US\$500 and US\$700.

In the first phase of the project, CEPRODEL planned to train the 75 members of the LEDCs in participatory planning, credit analysis and financial management. In a second phase, CEPRODEL would train 110 local authorities, regional and community leaders and representatives of nongovern-

mental organization in participatory planning, project formulation and resource management. CEPRODEL would also develop a radio network to connect seven municipalities where LEDCs function or are being formed, facilitating communication and support for the nascent institutions.

CEPRODEL was ultimately successful in forming the LEDCs in both municipalities, which in turn worked with CEPRODEL on five-year business plans. The capital fund was created and grew by 24 percent through interest charged. An impressive 530 loans were eventually extended to small producers and entrepreneurs, 77 percent more than originally envisioned. The new communications network among the LEDCs connecting the seven existing sites through radio technology facilitated these accomplishments. Other successful infrastructure advancements included the acquisition of the Micro-Bank System financial software as well as the completion of the training modules in software operation, savings promotion and business plan design.

CEPRODEL and the LEDCs estimate the creation of 1,980 new jobs between the two municipalities over the course of the grant. Of the loans, 58 percent were extended to men and 42 percent to women; this near parity was reflected in participation in the various kinds of training. The grantee was also able to form important links with private and public institutions, broadening the impact of the project. Administrators and beneficiaries point to a larger effect in terms of a new focus on entrepreneurial thinking within both local government and the private sector. In both communities, optimism has emerged in the wake of Hurricane Mitch.

Lessons Learned

- * The model of the Local Economic Development Corporation has value, even in areas traditionally isolated and impoverished.
- * LEDCs, when successful, can relieve some of the pressure felt by local governments due to the demands of the more vulnerable sectors. LEDCs can effectively contribute to a changing culture of civil responsibility and innovation.

ASOCIACIÓN UNIÓN CAMPESINA NUEVE DE JUNIO
CONNECTING FARMERS AND ARTISANS TO AN EXPANDING ECONOMY
GRANT AMOUNT: \$282,594

Background

Asociación Unión Campesina Nueve de Junio (AUCANJ) is a small-farmer organization founded in La Pintada, Panama in 1992 with the mission of improving the social and economic conditions of its members. To that end, AUCANJ has undertaken programs of agricultural training and technical assistance with an emphasis on technology, production and marketing, in addition to managing credit funds to enable small-scale farmers in the organization to increase their own income and hire other workers. AUCANJ signed a three-year grant agreement with the IAF in March 2000 to expand its programming through technical assistance, training and financial credit to 500 low-income residents of the municipal district. Its approach would be centered on helping these farmers and artisans take advantage of new opportunities for marketing their products in the expanding global economy.

Objectives and Results

The principal goal of this project was to increase employment, income and the technical and administrative skills of the participating farmers and artisans, thereby also strengthening community organizations and incipient micro-enterprises. AUCANJ would form a partnership with governmental and local organizations to carry out training, technical assistance, a credit program and enterprise development. AUCANJ would also coordinate market feasibility studies and provide and help coordinate short courses on a variety of administrative and technical themes. AUCANJ would also offer a loan program providing credit to 150 low-income participants over the course of the project.

The project was fairly successful in meeting or substantially meeting goals. AUCANJ held 17 out of the 19 workshops planned; 500 participants were expected, and 490 actually attended. Of these, 42

percent were women and 58 percent men, an acceptable level of parity. Although the base fund began at \$120,000, interest earned allowed AUCANJ to extend \$207,600 in loans to 150 different projects, mostly agricultural with some commercial and service-oriented approaches. AUCANJ estimates the projects financed by the loans had 725 direct beneficiaries and 1,450 indirect beneficiaries. Three market studies completed on potential agricultural industries have already resulted in a project proposal that will be financed by the Panamanian Ministry of Agricultural Development. The grantee failed, however, to form a public-private partnership with local government, which lost support from the new municipal administration after the 2000 election.

In addition to these results, the program also made progress toward its goal of indirectly strengthening local community organizations and micro-enterprises. For example, AUCANJ negotiated a series of technical assistance agreements which will continue beyond the duration of this IAF grant. Many of these partner organizations and grassroots groups have also demonstrated increased enthusiasm for the goals of this project, as well as a readiness for future collaboration.

Lessons Learned

- * Proposal elements which hinge on government support can be negatively affected by a change of administration. In the case of this project, while the previous municipal authorities had heartily supported the public-private partnership, the new authorities were not interested, and the partnership, as a result, could not be formed.
- * Despite setbacks, the successful transition from the failed public-private partnership to an emphasis on the civil society network highlights the importance of flexibility in project design and administration. By

working where interest was high and collaboration strong, AUCANJ was able to make the most of efforts and more efficiently direct resources.

- * Through a design which connected different economic actors and emphasized learning and capacity-building, AUCANJ also demonstrated how successful projects have a multiplier effect for their beneficiaries, building a foundation for future work.

CENTRO DE ASISTENCIA PROYECTOS Y ESTUDIOS RURALES**STRENGTHENING THE BEEKEEPING INDUSTRY****GRANT AMOUNT: \$135,600***Background*

Centro de Asistencia Proyectos y Estudios Rurales (CAPER) has been working for more than 25 years to develop and improve the entrepreneurial and technical skills of beekeepers in the Huaura-Sayán, Río Chico, Supe, Pativilca and Fortaleza valleys of Peru. Through training in new technological methods, the organization has strived to improve honey production techniques. CAPER realized that there was a need for training and preparation proportionate to the high number of beekeepers and beehives in the rural provinces of Huaura and Barranca. Through a grant awarded by the IAF in July of 2000, CAPER designed the project titled “*Desarrollo Apícola. Una alternativa de sostenibilidad económica, ambiental y agrícola en el sector rural de las provincias de Huaura y Barranca.*” The grantee aspired to create a solid foundation for the industry that would benefit beekeepers for years to come. Originally planned for two years, the grant was extended for an additional six months.

Objectives and Results

The broad objective was to improve the business and technological skills and organization of rural families dedicated to beekeeping. Specifically, 470 small-scale farmers and beekeepers from 12 rural communities in Huaura and Barranca would benefit from a five-pronged strategy: stronger technical skills through training; a breeding center; the development of two eucalyptus seedling farms to facilitate pollination; a rotating loan fund to provide working and investment capital for small-scale operations; and construction of a honey collection/processing center.

Intensive four-month courses covered areas such as basic beekeeping production, business management, beekeeping sanitation and breeding of queen bees.

Training in techniques tailored to the specific zone and community was offered to 240 beekeepers.

Aggressive wild bees began killing Italian and Canadian queen bees imported because of their ability to produce more honey and consume less of it. A breeding and beekeeping supply center created in response was crucial to the success of the project. Although the imported queen bees had difficulty adapting to their new environment, by the end of the project the breeding center had produced 400 queen bees and a total of 50 beehives.

The project called for two seedling farms where beekeeper groups were to plant 150,000 eucalyptus trees and later distribute the seedlings among themselves. However, workers developed 11 tree nurseries producing 180,000 eucalyptus trees. When eucalyptus trees are planted near fruit crop fields, the bees pollinate both and produce a fruity, minty honey in great demand. Since eucalyptus take at least eight years to mature, no cross pollination has taken place yet.

A project goal to extend 470 loans through a rotating fund financed by the grant, reserves and the loan repayments was not fully reached. The inability of the first group of imported queen bees to adapt, along with their illnesses, made it difficult to collect on the loans. Consequently, it was impossible to extend the number of loans originally planned.

A honey collection and processing center was constructed in Huaura to control and improve the quality of honey produced. The project met its goal of gathering 23.5 tons of honey.

Lessons Learned

One of the lessons learned over the course of the project was the importance of collaboration among different entities to achieve a common goal. CAPER relied on the assistance of the Chamber of Commerce of Huaura and other NGOs in the area; as a result, the project benefited 240 beekeepers in the provinces of Huaura and Barranca.

The training provided throughout the course of the project laid the groundwork for future growth in the beekeeping industry. The high number of beekeepers, more than 200, who applied what they learned on administration

and basic beekeeping practices, indicates the potential for long-lasting benefits.

Negative factors can lead to positive results, as in the case of the queen bees. A breeding center was necessary to isolate the imported bees. Although the transition was difficult at first, since the imported queen bees were not adapting to their new environment, the resulting high-quality honey eventually benefited the target communities.

Appendix A – Selected Additional Tables

Table A1 - Beneficiaries reporting better living conditions in FY-03					
Country	Men	%	Women	%	Total
Argentina	2,150	46%	2,500	54%	4,650
Bolivia	7,965	48%	8,562	52%	16,527
Brazil	1,282	49%	1,346	51%	2,628
Colombia	0	0%	183	100%	183
Dominican Republic	3,002	44%	3,809	56%	6,811
Ecuador	1,812	51%	1,714	49%	3,526
El Salvador	6,653	50%	6,600	50%	13,253
Guatemala	18,115	45%	22,190	55%	40,305
Haiti	13	48%	14	52%	27
Honduras	15,855	36%	27,632	64%	43,487
Mexico	5,252	49%	5,422	51%	10,674
Nicaragua	2,564	70%	1,111	30%	3,675
Panama	1,608	52%	1,481	48%	3,089
Peru	2,907	51%	2,760	49%	5,667
Venezuela	20,606	39%	32,581	61%	53,187
Total	89,784	43%	117,905	57%	207,689

Table A2 - Beneficiaries whose diet improved in FY-03					
Country	Men	%	Women	%	Total
Argentina	189	49%	197	51%	386
Bolivia	566	53%	512	47%	1,078
Brazil	1,178	46%	1,361	54%	2,539
Colombia	0	0%	59	100%	59
El Salvador	784	66%	398	34%	1,182
Guatemala	1,103	52%	1,011	48%	2,114
Honduras	3,124	51%	3,036	49%	6,160
Mexico	2,958	49%	3,081	51%	6,039
Nicaragua	1,663	37%	2,811	63%	4,474
Panama	487	48%	535	52%	1,022
Peru	683	50%	687	50%	1,370
Total	12,735	48%	13,688	52%	26,423

Table A3 - Beneficiaries receiving medical attention in FY-03					
Country	Men	%	Women	%	Total
Argentina	1,040	50%	1,050	50%	2,090
Ecuador	225	60%	151	40%	376
El Salvador	92	51%	90	49%	182
Guatemala	4,149	26%	11,595	74%	15,744
Honduras	813	43%	1,086	57%	1,899
Nicaragua	358	52%	329	48%	687
Peru	113	23%	388	77%	501
Venezuela	804	53%	714	47%	1,518
Total	7,594	33%	15,403	67%	22,997

Table A4a - Beneficiaries acquiring agricultural skills in FY-03					
Country	Men	%	Women	%	Total
Argentina	45	87%	7	13%	52
Bolivia	891	60%	595	40%	1,486
Brazil	340	56%	264	44%	604
Colombia	0	0%	66	100%	66
Dominican Republic	336	72%	131	28%	467
Ecuador	726	42%	988	58%	1,714
El Salvador	1,717	71%	715	29%	2,432
Guatemala	1,314	53%	1,170	47%	2,484
Haiti	152	75%	50	25%	202
Honduras	2,275	62%	1,401	38%	3,676
Mexico	2,180	67%	1,074	33%	3,254
Nicaragua	3,211	60%	2,123	40%	5,334
Panama	957	79%	258	21%	1,215
Peru	6,672	71%	2,712	29%	9,384
Venezuela	80	58%	58	42%	138
Total	20,896	64%	11,612	36%	32,508

Table A4b - Beneficiaries applying new agricultural skills in FY-03					
Country	Men	%	Women	%	Total
Argentina	150	54%	126	46%	276
Bolivia	1,141	61%	730	39%	1,871
Brazil	1,072	58%	792	42%	1,864
Caribbean	186	55%	155	45%	341
Colombia	6	2%	257	98%	263
Dominican Republic	1,730	59%	1,181	41%	2,911
Ecuador	1,043	57%	777	43%	1,820
El Salvador	3,726	78%	1,031	22%	4,757
Guatemala	1,701	52%	1,587	48%	3,288
Haiti	20	17%	100	83%	120
Honduras	1,954	52%	1,790	48%	3,744
Mexico	4,259	75%	1,437	25%	5,696
Nicaragua	1,444	46%	1,695	54%	3,139
Panama	844	69%	385	31%	1,229
Peru	2,812	69%	1,290	31%	4,102
Venezuela	274	80%	67	20%	341
Total	22,362	63%	13,400	37%	35,762

Table A5a - Beneficiaries acquiring manufacturing skills in FY-03					
Country	Men	%	Women	%	Total
Argentina	74	29%	177	71%	251
Bolivia	562	41%	803	59%	1,365
Brazil	84	19%	367	81%	451
Ecuador	18	15%	100	85%	118
El Salvador	13	16%	66	84%	79
Guatemala	6	5%	127	95%	133
Haiti	46	65%	25	35%	71
Honduras	42	41%	60	59%	102
Mexico	27	6%	439	94%	466
Nicaragua	19	35%	36	65%	55
Panama	118	20%	468	80%	586
Peru	159	40%	238	60%	397
Venezuela	89	45%	108	55%	197
Total	1,257	29%	3,014	71%	4,271

Table A5b - Beneficiaries applying new manufacturing skills in FY-03					
Country	Men	%	Women	%	Total
Argentina	35	19%	150	81%	185
Bolivia	541	46%	629	54%	1,170
Brazil	462	26%	1,336	74%	1,798
Ecuador	12	7%	152	93%	164
El Salvador	67	27%	181	73%	248
Guatemala	11	3%	308	97%	319
Honduras	157	25%	479	75%	636
Mexico	77	8%	896	92%	973
Nicaragua	3	2%	164	98%	167
Panama	134	15%	767	85%	901
Peru	207	21%	782	79%	989
Venezuela	184	92%	16	8%	200
Total	1,890	24%	5,860	76%	7,750

Table A6a - Beneficiaries acquiring construction skills in FY-03

Country	Men	%	Women	%	Total
Bolivia	358	74%	124	26%	482
Brazil	88	100%	0	0%	88
Ecuador	5	25%	15	75%	20
El Salvador	31	62%	19	38%	50
Honduras	204	56%	158	44%	362
Mexico	248	50%	248	50%	496
Nicaragua	164	33%	331	67%	495
Panama	274	79%	73	21%	347
Peru	120	63%	70	37%	190
Venezuela	47	71%	19	29%	66
Total	1,539	59%	1,057	41%	2,596

Table A6b - Beneficiaries applying new construction skills in FY-03

Country	Men	%	Women	%	Total
Bolivia	659	80%	163	20%	822
Brazil	272	75%	89	25%	361
Dominican Republic	9	75%	3	25%	12
Ecuador	12	36%	21	64%	33
El Salvador	210	65%	112	35%	322
Haiti	4	100%	0	0%	4
Honduras	1,172	50%	1,174	50%	2,346
Mexico	211	48%	228	52%	439
Nicaragua	43	31%	95	69%	138
Panama	697	67%	349	33%	1,046
Peru	185	79%	50	21%	235
Venezuela	32	91%	3	9%	35
Total	3,506	61%	2,287	39%	5,793

Table A7a - Beneficiaries acquiring environmental knowledge/skills in FY-03					
Country	Men	%	Women	%	Total
Argentina	76	57%	58	43%	134
Bolivia	382	47%	432	53%	814
Brazil	681	28%	1,756	72%	2,437
Colombia	5	4%	110	96%	115
Costa Rica	41	40%	61	60%	102
Dominican Republic	1,468	49%	1,524	51%	2,992
Ecuador	2,365	45%	2,913	55%	5,278
El Salvador	1,857	52%	1,710	48%	3,567
Guatemala	556	49%	576	51%	1,132
Honduras	774	51%	757	49%	1,531
Mexico	3,692	39%	5,859	61%	9,551
Nicaragua	1,701	67%	831	33%	2,532
Panama	116	52%	107	48%	223
Peru	837	71%	337	29%	1,174
Venezuela	45	19%	190	81%	235
Total	14,596	46%	17,221	54%	31,817

Table A7b - Beneficiaries applying new environmental knowledge/skills in FY-03					
Country	Men	%	Women	%	Total
Argentina	1,317	58%	972	42%	2,289
Bolivia	315	73%	116	27%	431
Brazil	754	38%	1,230	62%	1,984
Caribbean	186	55%	155	45%	341
Colombia	6	2%	273	98%	279
Costa Rica	200	60%	134	40%	334
Dominican Republic	20,189	45%	24,301	55%	44,490
Ecuador	2,314	45%	2,835	55%	5,149
El Salvador	4,131	53%	3,678	47%	7,809
Guatemala	899	63%	521	37%	1,420
Honduras	1,702	50%	1,698	50%	3,400
Mexico	1,774	44%	2,288	56%	4,062
Nicaragua	614	31%	1,343	69%	1,957
Panama	470	68%	220	32%	690
Peru	457	73%	173	27%	630
Venezuela	330	41%	483	59%	813
Total	35,658	47%	40,420	53%	76,078

Table A8a - Beneficiaries acquiring planning/administrative skills in FY-03					
Country	Men	%	Women	%	Total
Argentina	345	51%	336	49%	681
Bolivia	919	55%	766	45%	1,685
Brazil	297	32%	619	68%	916
Colombia	139	29%	346	71%	485
Costa Rica	106	57%	79	43%	185
Dominican Republic	55	77%	16	23%	71
Ecuador	941	41%	1,369	59%	2,310
El Salvador	1,237	53%	1,113	47%	2,350
Guatemala	408	34%	787	66%	1,195
Haiti	111	53%	97	47%	208
Honduras	933	45%	1,155	55%	2,088
Mexico	1,871	63%	1,105	37%	2,976
Nicaragua	100	55%	83	45%	183
Panama	498	54%	418	46%	916
Peru	1,050	62%	644	38%	1,694
Venezuela	41	33%	84	67%	125
Total	9,051	50%	9,017	50%	18,068

Table A8b - Beneficiaries applying new planning/administrative skills in FY-03					
Country	Men	%	Women	%	Total
Argentina	1,185	57%	893	43%	2,078
Bolivia	965	65%	525	35%	1,490
Brazil	855	34%	1,637	66%	2,492
Caribbean	238	74%	83	26%	321
Colombia	172	27%	456	73%	628
Costa Rica	215	55%	173	45%	388
Dominican Republic	46	19%	200	81%	246
Ecuador	1,106	35%	2,023	65%	3,129
El Salvador	1,197	57%	902	43%	2,099
Guatemala	672	59%	470	41%	1,142
Haiti	12	19%	50	81%	62
Honduras	3,908	30%	8,946	70%	12,854
Mexico	823	48%	887	52%	1,710
Nicaragua	74	66%	38	34%	112
Panama	1,342	59%	916	41%	2,258
Peru	463	58%	333	42%	796
Venezuela	18	45%	22	55%	40
Total	13,291	42%	18,554	58%	31,845

Table A9a - Beneficiaries acquiring marketing skills in FY-03					
Country	Men	%	Women	%	Total
Argentina	139	59%	97	41%	236
Bolivia	271	53%	244	47%	515
Brazil	126	34%	248	66%	374
Colombia	31	15%	170	85%	201
Dominican Republic	68	79%	18	21%	86
Ecuador	342	36%	606	64%	948
El Salvador	310	56%	246	44%	556
Guatemala	394	55%	322	45%	716
Haiti	18	60%	12	40%	30
Honduras	58	62%	35	38%	93
Mexico	180	49%	191	51%	371
Nicaragua	447	48%	489	52%	936
Panama	44	44%	57	56%	101
Peru	1,906	81%	441	19%	2,347
Venezuela	2	100%	0	0%	2
Total	4,336	58%	3,176	42%	7,512

Table A9b - Beneficiaries applying new marketing skills in FY-03					
Country	Men	%	Women	%	Total
Argentina	1,056	69%	475	31%	1,531
Bolivia	324	54%	274	46%	598
Brazil	211	44%	271	56%	482
Caribbean	261	70%	110	30%	371
Colombia	45	30%	104	70%	149
Dominican Republic	67	29%	167	71%	234
Ecuador	69	17%	339	83%	408
El Salvador	373	57%	277	43%	650
Guatemala	608	60%	397	40%	1,005
Haiti	0	0%	11	100%	11
Honduras	380	24%	1,214	76%	1,594
Mexico	1,133	75%	369	25%	1,502
Nicaragua	137	45%	166	55%	303
Panama	279	37%	473	63%	752
Peru	456	60%	300	40%	756
Venezuela	57	76%	18	24%	75
Total	5,456	52%	4,965	48%	10,421

Table A10a - Beneficiaries acquiring leadership skills in FY-03					
Country	Men	%	Women	%	Total
Argentina	205	26%	571	74%	776
Bolivia	226	62%	136	38%	362
Brazil	267	42%	363	58%	630
Colombia	14	7%	194	93%	208
Dominican Republic	348	50%	352	50%	700
Ecuador	397	40%	602	60%	999
El Salvador	782	59%	535	41%	1,317
Guatemala	118	59%	81	41%	199
Honduras	366	52%	340	48%	706
Mexico	110	35%	206	65%	316
Nicaragua	98	56%	76	44%	174
Panama	68	44%	88	56%	156
Peru	929	69%	409	31%	1,338
Venezuela	363	48%	397	52%	760
Total	4,291	50%	4,350	50%	8,641

Table A10b - Beneficiaries applying new leadership skills in FY-03					
Country	Men	%	Women	%	Total
Argentina	1,216	55%	1,011	45%	2,227
Bolivia	387	63%	229	37%	616
Brazil	426	46%	509	54%	935
Colombia	18	7%	224	93%	242
Costa Rica	93	47%	103	53%	196
Dominican Republic	793	50%	808	50%	1,601
Ecuador	65	10%	591	90%	656
El Salvador	810	60%	536	40%	1,346
Guatemala	1,324	80%	334	20%	1,658
Honduras	970	38%	1,585	62%	2,555
Mexico	55	23%	182	77%	237
Nicaragua	40	69%	18	31%	58
Panama	746	57%	572	43%	1,318
Peru	212	65%	115	35%	327
Venezuela	299	41%	423	59%	722
Total	7,454	51%	7,240	49%	14,694

Table A11a - Beneficiaries acquiring skills related to civic participation in FY-03					
Country	Men	%	Women	%	Total
Argentina	272	62%	165	38%	437
Bolivia	309	51%	302	49%	611
Brazil	324	42%	450	58%	774
Colombia	28	14%	169	86%	197
Costa Rica	255	55%	210	45%	465
Dominican Republic	86	58%	62	42%	148
Ecuador	34	53%	30	47%	64
El Salvador	130	53%	113	47%	243
Guatemala	1,266	92%	107	8%	1,373
Haiti	19	41%	27	59%	46
Honduras	751	36%	1,318	64%	2,069
Mexico	1,491	63%	876	37%	2,367
Nicaragua	233	55%	194	45%	427
Panama	229	62%	138	38%	367
Peru	219	34%	421	66%	640
Total	5,646	55%	4,582	45%	10,228

Table A11b - Beneficiaries applying new skills related to civic participation in FY-03					
Country	Men	%	Women	%	Total
Argentina	377	47%	417	53%	794
Bolivia	200	68%	93	32%	293
Brazil	312	38%	514	62%	826
Colombia	44	17%	220	83%	264
Costa Rica	324	61%	206	39%	530
Dominican Republic	173	48%	190	52%	363
Ecuador	136	23%	457	77%	593
El Salvador	472	66%	245	34%	717
Guatemala	1,037	96%	40	4%	1,077
Honduras	1,147	37%	1,928	63%	3,075
Mexico	81	45%	98	55%	179
Nicaragua	181	55%	150	45%	331
Panama	508	57%	389	43%	897
Peru	131	48%	143	52%	274
Venezuela	78	100%	0	0%	78
Total	5,201	51%	5,090	49%	10,291

Table A12a - Beneficiaries acquiring knowledge of the legal system in FY-03					
Country	Men	%	Women	%	Total
Argentina	225	67%	109	33%	334
Bolivia	415	55%	343	45%	758
Brazil	59	53%	53	47%	112
Colombia	12	11%	101	89%	113
Costa Rica	35	66%	18	34%	53
Dominican Republic	3	12%	23	88%	26
Ecuador	375	69%	172	31%	547
El Salvador	11	32%	23	68%	34
Guatemala	125	83%	26	17%	151
Honduras	105	41%	154	59%	259
Mexico	104	51%	100	49%	204
Nicaragua	31	40%	47	60%	78
Panama	43	38%	71	62%	114
Peru	66	50%	66	50%	132
Venezuela	82	80%	21	20%	103
Total	1,691	56%	1,327	44%	3,018

Table A12b - Beneficiaries applying new knowledge of the legal system in FY-03					
Country	Men	%	Women	%	Total
Argentina	105	79%	28	21%	133
Bolivia	214	62%	131	38%	345
Brazil	59	59%	41	41%	100
Colombia	16	22%	57	78%	73
Costa Rica	147	76%	46	24%	193
Ecuador	608	53%	538	47%	1,146
El Salvador	143	58%	105	42%	248
Guatemala	335	100%	1	0%	336
Honduras	250	28%	641	72%	891
Mexico	116	45%	140	55%	256
Nicaragua	11	61%	7	39%	18
Panama	58	24%	180	76%	238
Peru	5	42%	7	58%	12
Total	2,067	52%	1,922	48%	3,989

Table A13a - Beneficiaries acquiring financial knowledge/skills in FY-03					
Country	Men	%	Women	%	Total
Argentina	134	54%	115	46%	249
Bolivia	362	72%	140	28%	502
Brazil	54	29%	134	71%	188
Dominican Republic	13	100%	0	0%	13
Ecuador	376	50%	383	50%	759
El Salvador	458	59%	320	41%	778
Guatemala	420	37%	712	63%	1,132
Honduras	79	36%	143	64%	222
Mexico	3,890	12%	28,784	88%	32,674
Nicaragua	496	42%	685	58%	1,181
Panama	339	78%	97	22%	436
Peru	69	59%	47	41%	116
Venezuela	39	98%	1	3%	40
Total	6,729	18%	31,561	82%	38,290

Table A13b - Beneficiaries applying new financial knowledge/skills in FY-03					
Country	Men	%	Women	%	Total
Argentina	1,249	67%	615	33%	1,864
Bolivia	2,037	74%	719	26%	2,756
Brazil	158	48%	173	52%	331
Caribbean	575	92%	53	8%	628
Colombia	1	4%	22	96%	23
Dominican Republic	13	7%	163	93%	176
Ecuador	300	31%	674	69%	974
El Salvador	485	54%	410	46%	895
Guatemala	500	38%	827	62%	1,327
Honduras	177	17%	877	83%	1,054
Mexico	5,617	14%	34,914	86%	40,531
Nicaragua	92	44%	118	56%	210
Panama	371	51%	351	49%	722
Peru	52	78%	15	22%	67
Total	11,627	23%	39,931	77%	51,558

Table A14a - Beneficiaries acquiring knowledge of the political system in FY-03

Country	Men	%	Women	%	Total
Argentina	225	67%	109	33%	334
Bolivia	156	68%	73	32%	229
Brazil	64	61%	41	39%	105
Colombia	3	2%	153	98%	156
Ecuador	39	27%	106	73%	145
El Salvador	119	74%	41	26%	160
Honduras	127	65%	69	35%	196
Mexico	203	60%	136	40%	339
Peru	60	12%	450	88%	510
Total	996	46%	1,178	54%	2,174

Table A14b - Beneficiaries applying new knowledge of the political system in FY-03

Country	Men	%	Women	%	Total
Argentina	100	81%	23	19%	123
Bolivia	133	78%	38	22%	171
Brazil	139	39%	222	61%	361
Colombia	0	0%	84	100%	84
Ecuador	16	59%	11	41%	27
El Salvador	24	4%	560	96%	584
Guatemala	126	100%	0	0%	126
Honduras	798	37%	1,332	63%	2,130
Mexico	34	41%	49	59%	83
Panama	214	45%	260	55%	474
Venezuela	2	100%	0	0%	2
Total	1,586	38%	2,579	62%	4,165

Table A15a - Beneficiaries acquiring knowledge related to health in FY-03					
Country	Men	%	Women	%	Total
Argentina	15	20%	60	80%	75
Bolivia	117	40%	178	60%	295
Brazil	0	0%	15	100%	15
Colombia	0	0%	6	100%	6
Dominican Republic	10	25%	30	75%	40
Ecuador	9	17%	45	83%	54
El Salvador	72	36%	128	64%	200
Guatemala	1,827	20%	7,398	80%	9,225
Honduras	717	43%	953	57%	1,670
Mexico	594	24%	1,840	76%	2,434
Nicaragua	240	40%	364	60%	604
Peru	432	35%	806	65%	1,238
Venezuela	117	50%	119	50%	236
Total	4,150	26%	11,942	74%	16,092

Table A15b - Beneficiaries applying new knowledge related to health in FY-03					
Country	Men	%	Women	%	Total
Argentina	0	0%	8	100%	8
Bolivia	6	29%	15	71%	21
Brazil	10	10%	89	90%	99
Colombia	0	0%	35	100%	35
Ecuador	0	0%	10	100%	10
El Salvador	1,316	47%	1,513	53%	2,829
Guatemala	2,918	34%	5,607	66%	8,525
Haiti	2	100%	0	0%	2
Honduras	556	30%	1,286	70%	1,842
Mexico	654	30%	1,560	70%	2,214
Nicaragua	138	13%	915	87%	1,053
Panama	20	67%	10	33%	30
Peru	61	33%	122	67%	183
Total	5,681	34%	11,170	66%	16,851

Table A16 - Beneficiaries acquiring knowledge/skills toward the prevention of domestic violence, sexual abuse and drug use in FY-03

Country	Men	%	Women	%	Total
Argentina	46	24%	142	76%	188
Bolivia	43	41%	63	59%	106
Brazil	38	33%	78	67%	116
Colombia	4	8%	49	92%	53
Dominican Republic	97	19%	415	81%	512
Ecuador	30	94%	2	6%	32
El Salvador	57	29%	140	71%	197
Guatemala	0	0%	52	100%	52
Honduras	810	32%	1,715	68%	2,525
Mexico	395	45%	474	55%	869
Peru	29	26%	83	74%	112
Venezuela	76	88%	10	12%	86
Total	1,625	34%	3,223	66%	4,848

Table A17a - Resources mobilized from international sources in FY-03

Country	International									
	Businesses		Public sector		Private organizations		Other sources		Total	
	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind
Argentina	\$58	\$0	\$0	\$0	\$38,700	\$0	\$0	\$1,666	\$38,758	\$1,666
Bolivia	\$0	\$0	\$25,300	\$0	\$279,897	\$2,100	\$0	\$0	\$305,197	\$2,100
Brazil	\$33,143	\$32,065	\$0	\$0	\$70,431	\$0	\$0	\$0	\$103,574	\$32,065
Colombia	\$0	\$18,950	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$18,950
Costa Rica	\$0	\$400	\$0	\$0	\$0	\$0	\$0	\$600	\$0	\$1,000
Dominican Republic	\$0	\$0	\$0	\$1,200	\$0	\$0	\$0	\$2,855	\$0	\$4,055
Ecuador	\$0	\$10,000	\$64,200	\$160,000	\$68,959	\$1,200	\$681,636	\$2,000	\$814,795	\$173,200
El Salvador	\$0	\$0	\$0	\$0	\$190,252	\$50	\$148,279	\$0	\$338,531	\$50
Guatemala	\$0	\$1,235	\$10,389	\$58,712	\$21,706	\$59,346	\$0	\$2,703	\$32,095	\$121,997
Haiti	\$0	\$0	\$0	\$0	\$80,250	\$6,000	\$0	\$0	\$80,250	\$6,000
Honduras	\$0	\$0	\$0	\$1,188	\$361,067	\$155,818	\$5,000	\$5,000	\$366,067	\$162,006
Mexico	\$0	\$0	\$60,000	\$0	\$197,400	\$0	\$14,539	\$0	\$271,939	\$0
Nicaragua	\$7,470	\$784	\$0	\$0	\$151,214	\$4,500	\$350	\$0	\$159,034	\$5,284
Panama	\$0	\$0	\$13,650	\$5,852	\$4,850	\$27,078	\$35,903	\$3,300	\$54,403	\$36,230
Peru	\$0	\$0	\$0	\$6,850	\$21,850	\$100	\$6,000	\$7,500	\$27,850	\$14,450
Venezuela	\$0	\$0	\$0	\$0	\$8,407	\$0	\$0	\$9,000	\$8,407	\$9,000
Total	\$40,671	\$63,434	\$173,539	\$233,802	\$1,494,982	\$256,192	\$891,707	\$34,624	\$2,600,898	\$588,052

Table A17b - Resources brokered from international sources in FY-03

Country	International									
	Businesses		Public sector		Private non-profit organizations		Other sources		Total	
	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind
Argentina	\$0	\$0	\$0	\$0	\$5,000	\$0	\$0	\$0	\$5,000	\$0
Bolivia	\$1,000	\$0	\$100	\$0	\$0	\$0	\$0	\$0	\$1,100	\$0
Brazil	\$0	\$350	\$0	\$0	\$150,942	\$0	\$0	\$0	\$150,942	\$350
Colombia	\$0	\$2,414	\$0	\$0	\$0	\$0	\$0	\$6,000	\$0	\$8,414
Ecuador	\$0	\$0	\$0	\$25,000	\$10,000	\$0	\$0	\$0	\$10,000	\$25,000
El Salvador	\$0	\$0	\$1,100	\$0	\$0	\$4,834	\$12,600	\$30,228	\$13,700	\$35,062
Guatemala	\$0	\$0	\$0	\$15,063	\$2,727	\$53,265	\$0	\$11,598	\$2,727	\$79,927
Haiti	\$260	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$260	\$10,000
Honduras	\$0	\$0	\$0	\$14,286	\$184,066	\$5,571	\$0	\$0	\$184,066	\$19,857
Mexico	\$0	\$0	\$0	\$0	\$0	\$0	\$58,700	\$0	\$58,700	\$0
Nicaragua	\$0	\$0	\$0	\$0	\$0	\$0	\$4,600	\$0	\$4,600	\$0
Panama	\$0	\$0	\$420	\$4,596	\$0	\$0	\$0	\$0	\$420	\$4,596
Peru	\$2,000	\$0	\$0	\$0	\$0	\$13,700	\$7,000	\$0	\$9,000	\$13,700
Total	\$3,260	\$12,764	\$1,620	\$58,945	\$352,735	\$77,370	\$82,900	\$47,826	\$440,515	\$196,905

Table A18a - Resources mobilized from nonlocal domestic sources in FY-03

Country	Domestic							
	Businesses		Public sector		Other sources		Total	
	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind
Argentina	\$102,185	\$45,286	\$0	\$19,361	\$56,788	\$103,954	\$158,973	\$168,600
Bolivia	\$9,500	\$0	\$10,000	\$1,800	\$0	\$100	\$19,500	\$1,900
Brazil	\$33,318	\$1,494	\$25,565	\$1,646	\$8,998	\$23,121	\$67,881	\$26,261
Caribbean	\$0	\$0	\$0	\$10,063	\$0	\$0	\$0	\$10,063
Colombia	\$21,552	\$0	\$0	\$517	\$10,000	\$0	\$31,552	\$517
Costa Rica	\$0	\$0	\$0	\$38,061	\$0	\$0	\$0	\$38,061
Dominican Republic	\$0	\$128	\$0	\$7,368	\$0	\$187	\$0	\$7,683
Ecuador	\$0	\$0	\$80,000	\$11,000	\$1,918	\$1,000	\$81,918	\$12,000
El Salvador	\$0	\$714	\$61,552	\$10,754	\$0	\$395	\$61,552	\$11,863
Guatemala	\$0	\$15,935	\$71,787	\$12,794	\$0	\$8,804	\$71,787	\$37,533
Haiti	\$0	\$36,310	\$0	\$2,500	\$0	\$0	\$0	\$38,810
Honduras	\$0	\$0	\$0	\$142,971	\$42,045	\$515	\$42,045	\$143,486
Mexico	\$285,524	\$18,734	\$1,604,990	\$13,850	\$97,812	\$5,079	\$1,988,326	\$37,663
Nicaragua	\$0	\$0	\$0	\$11,417	\$1,283	\$1,348	\$1,283	\$12,765
Panama	\$58,742	\$15,050	\$870	\$7,480	\$15,555	\$250	\$75,167	\$22,780
Peru	\$0	\$5,000	\$20,514	\$375	\$0	\$1,475	\$20,514	\$6,850
Venezuela	\$0	\$700	\$91,875	\$15,719	\$0	\$1,000	\$91,875	\$17,419
Total	\$510,820	\$139,351	\$1,967,153	\$307,677	\$234,398	\$147,227	\$2,712,372	\$594,255

Table A18b - Resources brokered from nonlocal domestic sources in FY-03

Country	National							
	Businesses		Public sector		Other sources		Total	
	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind
Argentina	\$70,000	\$0	\$70,000	\$0	\$0	\$0	\$140,000	\$0
Bolivia	\$14,405	\$0	\$630	\$0	\$28,000	\$3,223	\$43,035	\$3,223
Brazil	\$658,505	\$393	\$0	\$1,100	\$524	\$0	\$659,030	\$1,493
Colombia	\$0	\$0	\$0	\$1,307	\$0	\$0	\$0	\$1,307
Ecuador	\$0	\$0	\$30,000	\$28,500	\$0	\$0	\$30,000	\$28,500
El Salvador	\$36,893	\$28,870	\$14,403	\$105,938	\$2,088	\$7,358	\$53,384	\$142,166
Guatemala	\$5,000	\$5,000	\$20,231	\$18,075	\$3,377	\$0	\$28,608	\$23,075
Honduras	\$1,114	\$4,654	\$0	\$20,294	\$0	\$342	\$1,114	\$25,290
Mexico	\$0	\$0	\$391,644	\$193,267	\$0	\$953	\$391,644	\$194,220
Panama	\$0	\$0	\$1,400	\$8,000	\$0	\$0	\$1,400	\$8,000
Peru	\$500	\$0	\$600	\$36,399	\$450	\$7,600	\$1,550	\$43,999
Venezuela	\$12,375	\$12,375	\$0	\$0	\$0	\$0	\$12,375	\$12,375
Total	\$798,792	\$51,292	\$528,908	\$412,880	\$34,439	\$19,476	\$1,362,139	\$483,649

Table A19a - Resources mobilized from local sources in FY-03

Country	Local									
	Businesses		Public sector		Communities		Other sources		Total	
	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind
Argentina	\$7,640	\$1,812	\$27,000	\$10,935	\$4,554	\$64,028	\$6,070	\$9,773	\$45,265	\$86,547
Bolivia	\$722	\$450	\$8,557	\$5,686	\$472	\$90	\$41	\$0	\$9,792	\$6,226
Brazil	\$2,214	\$340	\$8,776	\$5,060	\$16,910	\$95,709	\$1,740	\$9,213	\$29,639	\$110,322
Colombia	\$0	\$5,120	\$0	\$29,646	\$0	\$247,383	\$0	\$29,551	\$0	\$311,700
Costa Rica	\$0	\$0	\$0	\$7,355	\$200	\$0	\$0	\$0	\$200	\$7,355
Dominican Republic	\$0	\$687	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$687
Ecuador	\$0	\$1,700	\$12,000	\$238,684	\$2,123	\$12,537	\$0	\$2,770	\$14,123	\$255,691
El Salvador	\$0	\$0	\$354	\$0	\$0	\$0	\$0	\$1,342	\$354	\$1,342
Guatemala	\$0	\$0	\$0	\$9,622	\$0	\$22,683	\$0	\$5,534	\$0	\$37,839
Haiti	\$1,882	\$13,676	\$0	\$0	\$0	\$1,500	\$0	\$0	\$1,882	\$15,176
Honduras	\$0	\$0	\$0	\$5,223	\$0	\$4,106	\$0	\$2,345	\$0	\$11,674
Mexico	\$39,215	\$55,034	\$49,496	\$11,227	\$900	\$0	\$8,744	\$4,215	\$98,354	\$70,476
Nicaragua	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,013	\$0	\$10,013
Panama	\$0	\$1,871	\$75	\$65,622	\$180	\$34,879	\$19,737	\$0	\$19,992	\$102,373
Peru	\$0	\$0	\$0	\$0	\$0	\$10,402	\$0	\$375	\$0	\$10,777
Venezuela	\$0	\$0	\$0	\$23,314	\$300	\$1,404	\$625	\$0	\$925	\$24,718
Total	\$51,673	\$80,690	\$106,258	\$412,374	\$25,639	\$494,721	\$36,956	\$75,131	\$220,526	\$1,062,915

Table A19b - Resources brokered from local sources in FY-03

Country	Local									
	Businesses		Public sector		Communities		Other sources		Total	
	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind
Argentina	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,333	\$0	\$5,333
Bolivia	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000	\$0	\$1,000
Brazil	\$0	\$0	\$3,330	\$0	\$7,151	\$30,532	\$0	\$0	\$10,481	\$30,532
Colombia	\$0	\$0	\$0	\$21,184	\$1,207	\$151,797	\$0	\$14,932	\$1,207	\$187,913
Ecuador	\$0	\$1,600	\$0	\$207,030	\$0	\$211,289	\$0	\$0	\$0	\$419,919
El Salvador	\$13,844	\$200	\$58,040	\$963	\$857	\$21,733	\$0	\$600	\$72,741	\$23,495
Guatemala	\$0	\$0	\$0	\$7,561	\$14,532	\$42,573	\$4,091	\$200	\$18,623	\$50,334
Honduras	\$0	\$0	\$15,336	\$0	\$0	\$4,458	\$0	\$0	\$15,336	\$4,458
Mexico	\$0	\$5,138	\$175,747	\$68,063	\$128,590	\$13,783	\$0	\$8,157	\$304,337	\$95,141
Panama	\$0	\$690	\$0	\$0	\$0	\$3,288	\$0	\$0	\$0	\$3,978
Peru	\$0	\$217	\$8,700	\$37,928	\$570	\$17,628	\$1,573	\$0	\$10,843	\$55,773
Total	\$13,844	\$7,845	\$261,154	\$342,729	\$152,907	\$497,082	\$5,664	\$30,222	\$433,568	\$877,877

Table A20 - Dissemination activities in FY-03

Country	Dissemination practices and techniques used by grantees											
	Speeches/ presentations	Radio/TV interviews	Pamphlets/brochures		Articles	News releases	Books		Videos/movies		CD Roms	
			Produced	Distributed			Written	Distributed	Made	Distributed	Made	Distributed
Argentina	23	324	10	2,979	5	217	3	450	1	0	1	60
Bolivia	3	23	27	7,855	2	6	3	447	1	2	0	0
Brazil	340	74	28	39,330	50	87	0	0	7	0	4	408
Caribbean	0	0	0	0	2	0	0	0	0	0	0	0
Colombia	137	10	1	1,000	7	19	3	2,900	2	0	1	0
Dominican Republic	13	25	59	23,729	1	0	0	0	0	0	1	40
Ecuador	39	31	21	500	4	84	0	0	2	0	3	0
El Salvador	12	11	19	11,285	3	5	0	0	0	0	2	9
Guatemala	27	38	8	225	1	2	0	0	0	0	2	7
Haiti	8	0	4	3,700	0	0	1	500	2	29	1	0
Honduras	157	255	7	15,360	23	1	0	0	4	38	0	0
Mexico	133	60	37	126,940	8	66	6	711	10	34	10	370
Panama	42	22	4	4,300	8	3	0	0	0	0	0	0
Peru	32	62	63	4,811	19	58	0	0	1	5	1	500
Venezuela	25	14	14	4,115	2	4	0	0	3	2	0	0
Total	991	949	302	246,129	135	552	16	5,008	33	110	26	1,394

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