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Form **990**

Department of the Treasury
Internal Revenue Service

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust or private foundation)

▶ The organization may have to use a copy of this return to satisfy state reporting requirements

OMB No 1545-0047

2012

Open to Public Inspection

A For the 2012 calendar year, or tax year beginning 01-01-2012 , 2012, and ending 12-31-2012

B Check if applicable
- Address change
- Name change
- Initial return
- Terminated
- Amended return
- Application pending

C Name of organization
RESULTS FOR DEVELOPMENT INSTITUTE INC

Doing Business As

Number and street (or P O box if mail is not delivered to street address) Room/suite
1100 15TH STREET NW NO 400

City or town, state or country, and ZIP + 4
WASHINGTON, DC 20005

D Employer identification number
20-8530747

E Telephone number
(202)470-5711

G Gross receipts $ 8,229,868

F Name and address of principal officer
DAVID DE FERRANTI
1100 15TH STREET NW NO 400
WASHINGTON,DC 20005

H(a) Is this a group return for affiliates? ☐ Yes ☑ No

H(b) Are all affiliates included? ☐ Yes ☐ No
If "No," attach a list (see instructions)

H(c) Group exemption number ▶

I Tax-exempt status ☑ 501(c)(3) ☐ 501(c) ( ) ◀ (insert no) ☐ 4947(a)(1) or ☐ 527

J **Website:** ▶ WWW RESULTSFORDEVELOPMENT ORG

K Form of organization ☑ Corporation ☐ Trust ☐ Association ☐ Other ▶ | L Year of formation 2007 | M State of legal domicile DC

Part I Summary

Activities & Governance

1 Briefly describe the organization's mission or most significant activities
TO SPARK INNOVATIVE IDEAS THAT REDUCE POVERTY AND IMPROVE LIVES IN DEVELOPING COUNTRIES

2 Check this box ▶☐ if the organization discontinued its operations or disposed of more than 25% of its net assets

3	Number of voting members of the governing body (Part VI, line 1a)	3	14
4	Number of independent voting members of the governing body (Part VI, line 1b)	4	13
5	Total number of individuals employed in calendar year 2012 (Part V, line 2a)	5	58
6	Total number of volunteers (estimate if necessary)	6	13
7a	Total unrelated business revenue from Part VIII, column (C), line 12	7a	0
b	Net unrelated business taxable income from Form 990-T, line 34	7b	0

			Prior Year	Current Year
Revenue	8	Contributions and grants (Part VIII, line 1h)	9,523,811	5,251,105
	9	Program service revenue (Part VIII, line 2g)	2,064,124	2,906,857
	10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	9,388	17,211
	11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	15,343	54,695
	12	Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	11,612,666	8,229,868
Expenses	13	Grants and similar amounts paid (Part IX, column (A), lines 1–3)	830,243	1,507,400
	14	Benefits paid to or for members (Part IX, column (A), line 4)	0	0
	15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)	4,275,690	5,486,540
	16a	Professional fundraising fees (Part IX, column (A), line 11e)	0	0
	b	Total fundraising expenses (Part IX, column (D), line 25) ▶13,631		
	17	Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)	4,483,743	5,409,271
	18	Total expenses Add lines 13–17 (must equal Part IX, column (A), line 25)	9,589,676	12,403,211
	19	Revenue less expenses Subtract line 18 from line 12	2,022,990	-4,173,343
Net Assets or Fund Balances			**Beginning of Current Year**	**End of Year**
	20	Total assets (Part X, line 16)	18,327,576	14,599,201
	21	Total liabilities (Part X, line 26)	1,381,527	2,380,709
	22	Net assets or fund balances Subtract line 21 from line 20	16,946,049	12,218,492

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge

Sign Here

****** | 2013-11-11
Signature of officer | Date

DAVID DE FERRANTI PRESIDENT/CEO
Type or print name and title

Paid Preparer Use Only

Print/Type preparer's name	Preparer's signature	Date	Check ☐ if self-employed	PTIN
FRANK H SMITH		2013-11-11		P00639053

Firm's name ▶ RAFFA PC | Firm's EIN ▶ 52-1511275

Firm's address ▶ 1899 L STREET NW SUITE 900 WASHINGTON, DC 20036 | Phone no (202) 822-5000

May the IRS discuss this return with the preparer shown above? (see instructions) ☑ Yes ☐ No

Part III **Statement of Program Service Accomplishments**

Check if Schedule O contains a response to any question in this Part III . . . . ☑

1 Briefly describe the organization's mission

THE RESULTS FOR DEVELOPMENT INSTITUTE, INC (R4D) IS DEDICATED TO REDUCING POVERTY AND IMPROVING HUMAN WELFARE IN DEVELOPING COUNTRIES R4D'S MISSION IS TO ENCOURAGE HIGH IMPACT INVESTMENTS IN POOR PEOPLE BY SEEDING NEW THINKING, IMPLEMENTATION METHODS, AND SIMPLE MEASURES OF RESULTS TO SUPPORT INNOVATIVE FINANCING ARRANGEMENTS FOR SUBSIDIES THAT OVERCOME MARKET, GOVERNMENT AND INSTITUTIONAL FAILURES, IMPROVING ACCOUNTABILITY OF GOVERNMENTS AND PRIVATE PROVIDERS FOR RESULTS, AND IMPROVING INSTITUTIONAL ARRANGEMENTS THAT HELP HOUSEHOLDS MANAGE THE FINANCIAL RISKS OF POOR HEALTH AND THE COSTS OF INVESTING IN THEIR CHILDREN

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? . . . . ☐ Yes ☑ No

If "Yes," describe these new services on Schedule O

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? . . . . ☐ Yes ☑ No

If "Yes," describe these changes on Schedule O

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported

4a (Code) (Expenses $ 7,177,429 including grants of $ 113,002) (Revenue $ 2,202,620)

HEALTH - DURING 2012, R4D LED A NUMBER OF INITIATIVES TO STRENGTHEN THE FINANCING AND GOVERNANCE OF HEALTH SYSTEMS IN LOW AND MIDDLE-INCOME COUNTRIES R4D BECAME A SUB-AWARDEE OF THE USAID-FUNDED HEALTH FINANCING AND GOVERNANCE COOPERATIVE AGREEMENT AND BEGAN TO WORK ON APPLICATIONS OF MOBILE MONEY IN THE HEALTH SECTOR AND ASSISTING HAITI'S MINISTRY OF HEALTH TO DEVELOP A HEALTH FINANCING STRATEGY UNDER A SEPARATE USAID-FUNDED INITIATIVE, R4D BEGAN WORKING ON THE FUNZO PROJECT TO HELP KENYA'S HEALTH SECTOR FORECAST HUMAN RESOURCES FOR HEALTH R4D CONDUCTED A SURVEY OF PRIVATE HEALTH SERVICE PROVIDERS TO ESTIMATE CURRENT EMPLOYMENT OF HUMAN RESOURCES AND FUTURE DEMAND FOR HIRING R4D ASSISTED THE PRESIDENT'S EMERGENCY PLAN FOR AIDS RELIEF (PEPFAR) AND THE SOUTH AFRICAN GOVERNMENT IN DRAFTING A SET OF HIV/AIDS FINANCIAL TARGETS FOR THE TWO ORGANIZATIONS TO MEET OVER THE NEXT FIVE YEARS THESE FINANCIAL TARGETS WERE PUBLISHED IN A BILATERAL AGREEMENT KNOWN AS THE PARTNERSHIP FRAMEWORK IMPLEMENTATION PLAN (PFIP), WHICH WAS SIGNED BY THE UNITED STATES AND SOUTH AFRICA GOVERNMENTS R4D ALSO UNDERTOOK MAJOR ANALYSIS FOR A STUDY OF AIDS EXPENDITURES AND FINANCING IN THE 12 LARGEST PEPFAR RECIPIENT COUNTRIES, ALL LOCATED IN AFRICA THE STUDY EXPLORES ISSUES OF COUNTRY FAIR-SHARE FINANCING, RESOURCE ALLOCATIONS, FUNDING GAPS, AND SUSTAINABILITY PRELIMINARY FINDINGS FROM THIS STUDY WERE PRESENTED AT AN INTERNATIONAL MEETING IN GENEVA IN NOVEMBER 2012 R4D WORKED WITH THE GLOBAL ALLIANCE FOR VACCINES AND IMMUNIZATION (GAVI) ON A NUMBER OF IMMUNIZATION-RELATED PROJECTS ACCOMPLISHMENTS FROM THESE PROJECTS INCLUDED A PAPER ON NON-VACCINE DELIVERY COSTS, PAPERS ON GAVI'S VACCINE INTRODUCTION GRANT POLICY, TOOLS TO ASSIST GAVI AND MIDDLE-INCOME COUNTRIES IN TRANSITIONING MIDDLE-INCOME COUNTRIES AWAY FROM GAVI ASSISTANCE, AND A PAPER ON GRADUATING COUNTRY EXPERIENCES AND LESSONS LEARNED FROM MIDDLE-INCOME COUNTRY VISITS IN 2012 THE JOINT LEARNING NETWORK FOR UNIVERSAL HEALTH COVERAGE (JLN) IS A UNIQUE PRACTITIONER-TO-PRACTITIONER LEARNING NETWORK THAT CONNECTS LOW- AND MIDDLE-INCOME COUNTRIES WITH ONE ANOTHER SO THAT THEY CAN LEARN FROM ONE ANOTHER'S SUCCESSES AND CHALLENGES WITH IMPLEMENTING REFORMS TO ACHIEVE UNIVERSAL HEALTH COVERAGE (UHC), JOINTLY SOLVE PROBLEMS, AND COLLECTIVELY PRODUCE AND USE NEW KNOWLEDGE, TOOLS, AND INNOVATIVE APPROACHES TO ACHIEVE UHC THE JLN IS MADE UP OF NINE MEMBER COUNTRIES GHANA, INDIA, INDONESIA, KENYA, MALAYSIA, MALI, NIGERIA, THE PHILIPPINES, AND VIETNAM WITH SUPPORT FROM THE ROCKEFELLER FOUNDATION AND THE BILL & MELINDA GATES FOUNDATION, R4D SERVES AS THE NETWORK COORDINATOR OF THE JLN, AND ALSO FACILITATES THE WORK OF TWO JLN TECHNICAL INITIATIVES, EXPANDING COVERAGE AND PROVIDER PAYMENT MECHANISMS IN 2012, IN ITS ROLE AS JLN NETWORK COORDINATOR, R4D CONVENED THE FIRST FACE-TO-FACE MEETING OF REPRESENTATIVES OF ALL FOUR TECHNICAL INITIATIVES DURING THE PRINCE MAHIDOL AWARD CONFERENCE IN BANGKOK (PMAC) IN JANUARY 2012 R4D ALSO BROUGHT TOGETHER COLLABORATING TECHNICAL PARTNERS IN BELLAGIO, ITALY IN FEBRUARY 2012 TO BUILD WORKING RELATIONSHIPS, DEVELOP A COMMON VISION, AND DISCUSS TECHNICAL ACTIVITIES AND OPPORTUNITIES FOR COLLABORATION THEN IN OCTOBER 2012, R4D LAUNCHED AN EXTERNAL STRATEGIC REVIEW OF THE JLN TO IDENTIFY WAYS THE JLN CAN ENHANCE VALUE TO MEMBERS, INCREASE COUNTRY LEADERSHIP AND ENGAGEMENT, IMPROVE TRANSPARENCY IN THE GOVERNANCE STRUCTURE, AND SET IN PLACE A LONG-TERM SUSTAINABLE FUNDING MODEL THIS ASSESSMENT CONSISTED OF A QUANTITATIVE SURVEY AND A QUALITATIVE SET OF INTERVIEWS OF TARGETED JLN STAKEHOLDERS IN 2012, R4D CONTINUED ITS ROLE OF FACILITATING THE EXPANDING COVERAGE AND PROVIDER PAYMENT TECHNICAL INITIATIVES OF THE JLN TWO HIGHLIGHT ACTIVITIES OF THE EXPANDING COVERAGE INITIATIVE WERE (1) A WORKSHOP ON FINANCIAL ACCESS TO HEALTH SERVICES CONDUCTED JOINTLY WITH THE MINISTRY OF HEALTH OF MOROCCO AND THE HARMONIZATION FOR HEALTH IN AFRICA FINANCIAL ACCESS COMMUNITY OF PRACTICE AND (2) AN EXCHANGE BETWEEN CHINA AND THE ASIAN JLN COUNTRIES ON COVERING LOW-INCOME POPULATIONS CONDUCTED IN BEIJING, CHINA IN R4D'S ROLE OF FACILITATING THE PROVIDER PAYMENT INITIATIVE OF THE JLN, R4D PROVIDED COMPREHENSIVE SUPPORT TO VIETNAM'S PROVIDER PAYMENT REFORM PROCESS, FACILITATED A COLLABORATIVE ON THE DEVELOPMENT OF A PRACTICAL MANUAL ON COSTING FOR PROVIDER PAYMENT, WHICH INCLUDED TWO IN-PERSON WORKSHOPS, AND CONDUCTED A WORKSHOP IN INDONESIA IN COLLABORATION WITH AUSAID TO REVIEW AND PRESENT THE INTERNATIONAL EXPERIENCE WITH THE DESIGN AND IMPLEMENTATION OF CAPITATION PAYMENT SYSTEMS FOR PRIMARY CARE IN 2012, R4D ALSO SUPPORTED THE GROWING GLOBAL MOVEMENT TO INCREASE GLOBAL AWARENESS AND BUILD KNOWLEDGE ABOUT UNIVERSAL HEALTH COVERAGE EFFORTS FROM AROUND THE GLOBE IN JANUARY 2012, R4D LAUNCHED THE WEB SITE WWW UHCFORWARD ORG TO CONSOLIDATE INFORMATION FROM HUNDREDS OF SOURCES INTO A ONE-STOP PORTAL TO HELP POLICYMAKERS, PRACTITIONERS, AND THE DEVELOPMENT COMMUNITY BETTER UNDERSTAND HOW TO TRANSLATE AVAILABLE RESEARCH INTO PRAGMATIC ACTION, APPLY AN ANALYTIC EYE TO REFORM EXPERIENCES, EXCHANGE IDEAS WITH OTHERS, AND FIND LINKS TO ADDITIONAL RESOURCES ABOUT UHC IN 2012, THE WEBSITE HAD OVER 22,150 VISITORS FROM 164 COUNTRIES, AND WE POSTED APPROXIMATELY 150 BLOGS IN ADDITION TO THE WEBSITE, UHC FORWARD FEATURES BOTH MONTHLY AND WEEKLY E-NEWSLETTERS THE MONTHLY MAILING LIST GREW FROM 881 SUBSCRIBERS IN DECEMBER 2011 TO OVER 2,000 SUBSCRIBERS AT THE END OF 2012 IN 2012, R4D PROVIDED KEY TECHNICAL INPUTS AND POLICY ANALYSIS TO SUPPORT NATIONAL EFFORTS TO EXPAND HEALTH COVERAGE IN SOUTH AFRICA AND NIGERIA R4D AUTHORED A PAPER ON SOURCES OF REVENUE MOBILIZATION FOR THE NATIONAL TREASURY DEPARTMENT IN SOUTH AFRICA IN THIS PAPER, R4D EXPLORED EXAMPLES FROM COUNTRIES WHICH HAVE ACHIEVED OR ARE IN THE PURSUIT OF UHC IN ORDER TO HIGHLIGHT SOURCES OF REVENUE AND DRAW LESSONS FROM THEIR EXPERIENCES R4D ALSO CONVENED A PANEL OF INTERNATIONAL HEALTH INSURANCE EXPERTS IN PRETORIA, SOUTH AFRICA IN DECEMBER 2012 TO PROVIDE TECHNICAL GUIDANCE ON SOUTH AFRICA'S APPROACH TO NATIONAL HEALTH INSURANCE TO SUPPORT NIGERIA'S EFFORTS TO ACHIEVE UHC, R4D, WITH SUPPORT FROM PHARMACCESS, AUTHORED A DISCUSSION PAPER AS AN INPUT TO CURRENT POLICY DELIBERATIONS THIS PAPER PROPOSED SEVERAL POTENTIAL PATHWAYS FOR NIGERIA TO MOBILIZE FINANCIAL RESOURCES AND MOVE TOWARD INCLUSIVE HEALTH INSURANCE COVERAGE OF PRIORITY INTERVENTIONS FOR THE POOR AND INFORMAL SECTOR THE CENTER FOR HEALTH MARKET INNOVATIONS (CHMI) PROMOTES POLICIES AND PRACTICES THAT IMPROVE HEALTH CARE DELIVERED BY THE PRIVATE SECTOR FOR THE POOR IN LOW AND MIDDLE-INCOME COUNTRIES THE CHMI WEBSITE (WWW HEALTHMARKETINNOVATIONS ORG) IS THE MOST COMPREHENSIVE GLOBAL REPOSITORY OF INNOVATIVE HEALTH PROGRAMS THAT HARNESS PRIVATE PROVIDERS TO SERVE THE POOR, CURRENTLY REPORTING INFORMATION ABOUT OVER 1,250 PROGRAMS OPERATING IN 106 COUNTRIES CHMI HAS HAD OVER 275,000 UNIQUE VISITORS TO ITS WEBSITE TO DATE AND OVER 500 PROGRAM MANAGERS, FUNDERS, RESEARCHERS AND POLICYMAKERS HAVE PARTICIPATED IN CHMI EVENTS CHMI WORKS IN CLOSE PARTNERSHIP WITH A NETWORK OF REGIONAL INNOVATION PARTNERS OPERATING IN AFRICA, ASIA, AND LATIN AMERICA TO IDENTIFY, ANALYZE, AND CONNECT INNOVATIVE MODELS WITH RESOURCES THAT CAN ENABLE THEM TO SCALE UP OR REPLICATE IN 2012, R4D MADE SIGNIFICANT PROGRESS IN EXPANDING THE REACH AND ACTIVITIES OF CHMI, INCLUDING CONTINUING TO SOURCE INNOVATIVE MODELS FOR ITS GROWING DATABASE OF PROGRAMS, EXPANDING THE COLLECTION OF REPORTED RESULTS FROM FEATURED PROGRAMS TO OVER 15% PARTICIPATION, COMPLETING A SERIES OF ANALYTIC PRODUCTS IN AREAS SUCH AS MATERNAL AND CHILD HEALTH, TB AND MALARIA, AS WELL AS A SET OF FIELD STUDIES ON DRUG QUALITY IN INDIA AND INFORMAL PROVIDERS IN BANGLADESH, INDIA, AND NIGERIA IN THE PAST YEAR, CHMI HAS CREATED PARTNERSHIPS WORTH MILLIONS OF DOLLARS THAT WILL PROVIDE NEW OR EXPANDED HEALTH CARE SERVICES TO OVER 1 6 MILLION PEOPLE R4D RECEIVES FUNDING FROM DFID, THE BILL & MELINDA GATES FOUNDATION, AND THE ROCKEFELLER FOUNDATION TO SUPPORT CHMI IN 2012, R4D ASSISTED THE CHILDREN'S INVESTMENT FUND FOUNDATION (CIFF) TO DEVELOP AND TO PILOT IMPLEMENTATION OF SYSTEMATIC METHODS TO PERFORM COST, COST-EFFECTIVENESS, AND FINANCIAL SUSTAINABILITY ANALYSES IN THE FOUNDATION'S DESIGN AND AWARD OF GRANTS ACROSS FIVE CIFF PRIORITY AREAS NEONATAL MORTALITY, EARLY CHILDHOOD EDUCATION, SEVERE AND ACUTE MALNUTRITION, PREVENTION OF MOTHER-TO-CHILD TRANSMISSION OF HIV AND DE-WORMING

4b (Code) (Expenses $ 2,671,950 including grants of $ 1,308,898) (Revenue $)

GOVERNANCE - IN 2012, R4D CONTINUED ITS WORK ON ITS TWO FLAGSHIP GOVERNANCE PROJECTS - THE TRANSPARENCY AND ACCOUNTABILITY PROGRAM PHASE 3 AND THE STRENGTHENING INSTITUTIONS PROJECT IN ADDITION, THE PROGRAM LAUNCHED BUILDING BRIDGES FOR BETTER SPENDING IN SOUTHEAST ASIA, A USAID-FUNDED PROJECT SUPPORTING SOCIAL ACCOUNTABILITY IN 4 COUNTRIES IN SOUTHEAST ASIA R4D CARRIED OUT THE SECOND YEAR OF THE THREE-YEAR TRANSPARENCY AND ACCOUNTABILITY PROGRAM (TAP) THE TEAM DESIGNED AND LED TWO TECHNICAL SUPPORT AND PEER LEARNING WORKSHOPS FOR THE 18 CIVIL SOCIETY ORGANIZATIONS TAP SUPPORTS IN BURKINA FASO, GHANA, KENYA, RWANDA, SENEGAL, TANZANIA, AND UGANDA PARTNERS WORKED ON THEIR CITIZEN REPORT CARD AND COMMUNITY SCORE CARD PROJECTS, EMPOWERING COMMUNITIES, MONITORING PUBLIC SPENDING AND SERVICES, AND ADVOCATING FOR IMPROVEMENTS TAP RELEASED FOUR VIDEOS HIGHLIGHTING THE IMPORTANCE OF SOCIAL ACCOUNTABILITY INTERVENTIONS AND THE WORK OF THREE PARTNERS AS THE LEAD TECHNICAL PARTNER OF THE STRENGTHENING INSTITUTIONS PROJECT, R4D PROVIDED IN-PERSON AND VIRTUAL TECHNICAL SUPPORT AND TRAINING TO FOURTEEN THINK TANKS ACROSS THE WORLD TO DESIGN AND UNDERTAKE PUBLIC EXPENDITURE ANALYSIS IN THE HEALTH, EDUCATION, AND WATER SECTORS THE THINK TANK PARTNERS FINALIZED COST EFFECTIVENESS STUDIES IN THE THREE SECTORS, AND R4D LED THE TECHNICAL REVIEW OF THESE RESEARCH PROJECTS IN ADDITION, R4D (IN COLLABORATION WITH THE GLOBAL DEVELOPMENT NETWORK) LED A PEER LEARNING WORKSHOP IN ISTANBUL FOR THE FOURTEEN PARTNERS TO SHARE FINDINGS AND FEEDBACK, TO DEVELOP CONSTRUCTIVE ENGAGEMENT PLANS, AND TO PARTICIPATE IN TRAININGS FOR THE POLICY SIMULATION WORK THEY LED IN 2012 AND 2013 IN 2012, R4D GOVERNANCE LAUNCHED THE USAID BUILDING BRIDGES FOR BETTER SPENDING IN SOUTHEAST ASIA PROGRAM, WHICH IT CO-LEADS WITH THE INDONESIA-BASED BANDUNG INSTITUTE FOR GOVERNANCE STUDIES (BIGS) OVER THE COURSE OF THE YEAR, R4D AND BIGS SELECTED AND PROVIDED TECHNICAL ASSISTANCE TO PARTNER ORGANIZATIONS THROUGHOUT SOUTHEAST ASIA, WHO AS PART OF THE PROJECT BEGAN NEW EFFORTS TO IMPROVE PUBLIC HEALTH AND EDUCATION SERVICES IN THEIR COUNTRIES IN ADDITION, R4D BEGAN WORK ON AN ONLINE PLATFORM FOR HIGHLIGHTING SOCIAL ACCOUNTABILITY WORK IN SOUTHEAST ASIA

4c (Code) (Expenses $ 1,238,326 including grants of $ 83,000) (Revenue $ 567,808)

MARKET DYNAMICS - IN 2012, THE MARKET DYNAMICS TEAM CONTINUED TO BUILD ON ITS STRENGTH IN THE HEALTH SECTOR WHILE TACKLING A NEW SET OF CHALLENGES IN THE NUTRITION SECTOR A FEW OF THE HIGHLIGHTS ARE PRESENTED BELOW OPTIMIZING VALUE IN THE PURCHASE OF LONG-LASTING INSECTICIDE-TREATED NETS THROUGH 2015, OVER 560 MILLION LONG-LASTING INSECTICIDE-TREATED NETS (LLINS) ARE REQUIRED TO ACHIEVE AND MAINTAIN UNIVERSAL COVERAGE IN AFRICA, AT A TOTAL GLOBAL COST OF $2 4 BILLION WITH GATES FOUNDATION SUPPORT, THE MARKET DYNAMICS TEAM DEVELOPED CONCRETE STRATEGIES TO SAVE THE GLOBAL COMMUNITY UP TO $600 MILLION OVER 5 YEARS, WHICH CAN FINANCE THE PURCHASE OF 150M BED NETS AND COVER 300M MORE INDIVIDUALS THIS FIRST-OF-ITS KIND WORK INCLUDED CONSULTATIONS WITH OVER 140 ACTORS ACROSS THE PRIVATE AND PUBLIC SECTORS, INCLUDING ALL 10 WHO PESTICIDE EVALUATION SCHEME (WHOPES)-RECOMMENDED LLIN MANUFACTURERS STRATEGIES INCLUDE FINANCIAL INCENTIVES TO DRIVE UPTAKE OF THE MOST COST-EFFECTIVE LLINS WHILE ENSURING DEVELOPMENT AND USE OF INNOVATIVE NEW TECHNOLOGIES (E G PATH TO MARKET FOR RESISTANCE PRODUCTS) FOR EXAMPLE, SIMPLE CHANGES - I E REDUCING FRAGMENTATION FROM THE OVER 200+ SUPPLIER OFFERINGS (I E OF SHAPE, SIZE, ETC) TO 70 CHOICES - CAN SAVE $290M WITHOUT IMPACTING END USAGE R4D IS NOW WORKING TO ADVISE STRATEGY IMPLEMENTATION BY WORKING WITH MAJOR FINANCIERS AND NORMATIVE AGENCIES (I E WHO, USG, GATES) NEW FRONTIERS IN NUTRITION WITH SUPPORT FROM THE GATES FOUNDATION, THE MARKET DYNAMICS TEAM UNDERTOOK A TWO-PHASE PROJECT FOCUSED ON DEVELOPING AND SCALING THE MICRONUTRIENT POWDER MARKET TO ADDRESS DEFICIENCIES IN PARTNERSHIP WITH THE MICRONUTRIENT INITIATIVE (MI) PARTICULAR EMPHASIS WAS PLACED ON TESTING THE VIABILITY OF A COMMERCIAL APPROACH THROUGH INTENSIVE ENGAGEMENT WITH PRIVATE SECTOR IN PHASE 1, THE TEAM DEVELOPED STRATEGIES TO INCREASE MNP ACCESS THROUGH EXPANSION OF CONSUMER DEMAND AND ENHANCED SUPPLIER ENGAGEMENT IN IMPROVED PRODUCT CHARACTERISTICS, MARKETING, AND DISTRIBUTION IN PHASE 2 (2013) THE TEAM IS DEVELOPING A SCALE-UP STRATEGY TO BE IMPLEMENTED ACROSS 2-3 COUNTRIES KEY FACTS INCLUDE - MALNUTRITION KILLS MORE THAN 2 5 MILLION CHILDREN WORLDWIDE EACH YEAR - MICRONUTRIENT POWDERS (MNPS) ARE AVAILABLE FOR JUST PENNIES A DAY ($1 80 FOR A FULL 60-DAY COURSE) TO ADDRESS IRON, IODINE, AND VITAMIN A DEFICIENCIES AND CAN BE SPRINKLED ON A CHILD'S FOOD - DESPITE LOW COST AND SIMPLICITY, MILLIONS OF CHILDREN STILL LACK ACCESS TO THE PRODUCT - AVAILABLE TODAY THROUGH PUBLIC SECTOR / NGOS, BUT THESE PROGRAMS HAVE LIMITED REACH UN COMMISSION ON LIFE SAVING COMMODITIES FOR WOMEN & CHILDRENTHE MARKET DYNAMICS TEAM SUPPORTED THE UNITED NATIONS COMMISSION ON LIFE SAVING COMMODITIES FOR WOMEN & CHILDREN, AIMED AT EXPANDING ACCESS TO ESSENTIAL HEALTH COMMODITIES (E G FAMILY PLANNING, ANTISEPTIC PRODUCTS TO PREVENT INFECTION, ANTIBIOTICS TO TREAT PNEUMONIA, ZINC/ORS FOR DIARRHEA, ETC), TO SAVE OVER 3 MILLION LIVES ANNUALLY - CO-CHAIRED BY PRIME MINISTER OF NORWAY, JENS STOLTENBERG, AND PRESIDENT OF NIGERIA, GOODLUCK JONATHAN - OTHER COMMISSIONERS INCLUDED CEOS OF FORTUNE 500 COMPANIES, DIRECTORS OF MAJOR FOUNDATIONS (E G CHRIS ELIAS OF THE BILL AND MELINDA GATES FOUNDATION, JAMIE COOPER-HOHN OF THE CHILDREN'S INVESTMENT FUND FOUNDATION), AND LEADERS OF DEVELOPMENT AGENCIES (E G RAJ SHAH OF USAID)KANIKA BAHL SERVED AS CO-CHAIR OF THE MARKET SHAPING WORKING GROUP, ONE OF THREE GROUPS PROVIDING RECOMMENDATIONS TO THE COMMISSIONERS IN A CLOSED-DOOR MEETING IN MAY 2012, COMMISSIONERS APPROVED ALL MARKET SHAPING RECOMMENDATIONS PRAZIQUANTEL (PZQ) SUSTAINABLE SUPPLY THE MARKET DYNAMICS TEAM WAS ASKED BY THE GATES FOUNDATION WITH TO EVALUATE AND SECURE THE SUSTAINABILITY OF SUPPLY FOR DRUGS TO TREAT THE NEGLECTED TROPICAL DISEASE SCHISTOSOMIASIS THE TEAM COLLABORATED WITH PARTNERS ACROSS THE MARKET-MAJOR DONORS (DFID, USAID), PROCUREMENT AGENTS, API SUPPLIERS, AND KEY FORMULATORS-TO MAP CONSTRAINTS AND RECOMMEND STRATEGIES TO BREAK BOTTLENECKS THIS WORK CONTRIBUTED TO A 10X INCREASE IN MERCK'S DONATION COMMITMENT (THOUGH IMPLEMENTATION IS STILL TBD GIVEN RECENT CLOSURE ON RELEVANT OPERATIONS)

(Code) (Expenses $ 1,089,466 including grants of $ 2,500) (Revenue $ 136,429)

EDUCATION

4d Other program services (Describe in Schedule O)

(Expenses $ 1,089,466 including grants of $ 2,500) (Revenue $ 136,429)

4e **Total program service expenses ▶** 12,177,171

Part IV **Checklist of Required Schedules**

			Yes	No
1	Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? *If "Yes," complete Schedule A*	1	Yes	
2	Is the organization required to complete *Schedule B, Schedule of Contributors* (see instructions)?	2	Yes	
3	Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? *If "Yes," complete Schedule C, Part I*	3		No
4	**Section 501(c)(3) organizations.** Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? *If "Yes," complete Schedule C, Part II*	4		No
5	Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? *If "Yes," complete Schedule C, Part III*	5		No
6	Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? *If "Yes," complete Schedule D, Part I*	6		No
7	Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? *If "Yes," complete Schedule D, Part II*	7		No
8	Did the organization maintain collections of works of art, historical treasures, or other similar assets? *If "Yes," complete Schedule D, Part III*	8		No
9	Did the organization report an amount in Part X, line 21 for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X, or provide credit counseling, debt management, credit repair, or debt negotiation services? *If "Yes," complete Schedule D, Part IV*	9		No
10	Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? *If "Yes," complete Schedule D, Part V*	10		No
11	If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable			
a	Did the organization report an amount for land, buildings, and equipment in Part X, line 10? *If "Yes," complete Schedule D, Part VI.*	11a	Yes	
b	Did the organization report an amount for investments—other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? *If "Yes," complete Schedule D, Part VII*	11b		No
c	Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? *If "Yes," complete Schedule D, Part VIII*	11c		No
d	Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? *If "Yes," complete Schedule D, Part IX*	11d		No
e	Did the organization report an amount for other liabilities in Part X, line 25? *If "Yes," complete Schedule D, Part X*	11e	Yes	
f	Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? *If "Yes," complete Schedule D, Part X*	11f	Yes	
12a	Did the organization obtain separate, independent audited financial statements for the tax year? *If "Yes," complete Schedule D, Parts XI and XII*	12a	Yes	
b	Was the organization included in consolidated, independent audited financial statements for the tax year? *If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional*	12b		No
13	Is the organization a school described in section 170(b)(1)(A)(ii)? *If "Yes," complete Schedule E*	13		No
14a	Did the organization maintain an office, employees, or agents outside of the United States?	14a	Yes	
b	Did the organization have aggregate revenues or expenses of more than $10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at $100,000 or more? *If "Yes," complete Schedule F, Parts I and IV*	14b	Yes	
15	Did the organization report on Part IX, column (A), line 3, more than $5,000 of grants or assistance to any organization or entity located outside the United States? *If "Yes," complete Schedule F, Parts II and IV*	15	Yes	
16	Did the organization report on Part IX, column (A), line 3, more than $5,000 of aggregate grants or assistance to individuals located outside the United States? *If "Yes," complete Schedule F, Parts III and IV*	16		No
17	Did the organization report a total of more than $15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? *If "Yes," complete Schedule G, Part I (see instructions)*	17		No
18	Did the organization report more than $15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? *If "Yes," complete Schedule G, Part II*	18		No
19	Did the organization report more than $15,000 of gross income from gaming activities on Part VIII, line 9a? *If "Yes," complete Schedule G, Part III*	19		No
20a	Did the organization operate one or more hospital facilities? *If "Yes," complete Schedule H*	20a		No
b	If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	20b		

Part IV Checklist of Required Schedules *(continued)*

			Yes	No
21	Did the organization report more than $5,000 of grants and other assistance to any government or organization in the United States on Part IX, column (A), line 1? *If "Yes," complete Schedule I, Parts I and II*	21	Yes	
22	Did the organization report more than $5,000 of grants and other assistance to individuals in the United States on Part IX, column (A), line 2? *If "Yes," complete Schedule I, Parts I and III*	22		No
23	Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? *If "Yes," complete Schedule J*	23	Yes	
24a	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than $100,000 as of the last day of the year, that was issued after December 31, 2002? *If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25*	24a		No
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b		
c	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	24c		
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d		
25a	**Section 501(c)(3) and 501(c)(4) organizations.** Did the organization engage in an excess benefit transaction with a disqualified person during the year? *If "Yes," complete Schedule L, Part I*	25a		No
b	Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? *If "Yes," complete Schedule L, Part I*	25b		No
26	Was a loan to or by a current or former officer, director, trustee, key employee, highest compensated employee, or disqualified person outstanding as of the end of the organization's tax year? *If "Yes," complete Schedule L, Part II*	26		No
27	Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? *If "Yes," complete Schedule L, Part III*	27		No
28	Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions)			
a	A current or former officer, director, trustee, or key employee? *If "Yes," complete Schedule L, Part IV*	28a		No
b	A family member of a current or former officer, director, trustee, or key employee? *If "Yes," complete Schedule L, Part IV*	28b		No
c	An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? *If "Yes," complete Schedule L, Part IV*	28c		No
29	Did the organization receive more than $25,000 in non-cash contributions? *If "Yes," complete Schedule M*	29		No
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? *If "Yes," complete Schedule M*	30		No
31	Did the organization liquidate, terminate, or dissolve and cease operations? *If "Yes," complete Schedule N, Part I*	31		No
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? *If "Yes," complete Schedule N, Part II*	32		No
33	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301 7701-2 and 301 7701-3? *If "Yes," complete Schedule R, Part I*	33		No
34	Was the organization related to any tax-exempt or taxable entity? *If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1*	34		No
35a	Did the organization have a controlled entity within the meaning of section 512(b)(13)?	35a		No
b	If 'Yes' to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? *If "Yes," complete Schedule R, Part V, line 2*	35b		
36	**Section 501(c)(3) organizations.** Did the organization make any transfers to an exempt non-charitable related organization? *If "Yes," complete Schedule R, Part V, line 2*	36		No
37	Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? *If "Yes," complete Schedule R, Part VI*	37		No
38	Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? **Note.** All Form 990 filers are required to complete Schedule O	38	Yes	

Part V **Statements Regarding Other IRS Filings and Tax Compliance**

Check if Schedule O contains a response to any question in this Part V . . . . ☐

					Yes	No
1a	Enter the number reported in Box 3 of Form 1096 Enter -0- if not applicable . .	**1a**	58			
b	Enter the number of Forms W-2G included in line 1a *Enter -0-* if not applicable	**1b**	0			
c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?			**1c**	Yes	
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return	**2a**	58			
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns? **Note.** If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions)			**2b**	Yes	
3a	Did the organization have unrelated business gross income of $1,000 or more during the year? . . .			**3a**		No
b	If "Yes," has it filed a Form 990-T for this year? *If "No," provide an explanation in Schedule O*			**3b**		
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?			**4a**		No
b	If "Yes," enter the name of the foreign country ▶ See instructions for filing requirements for Form TD F 90-22 1, Report of Foreign Bank and Financial Accounts					
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year? . .			**5a**		No
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?			**5b**		No
c	If "Yes," to line 5a or 5b, did the organization file Form 8886-T?			**5c**		
6a	Does the organization have annual gross receipts that are normally greater than $100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions? . . .			**6a**		No
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?			**6b**		
7	**Organizations that may receive deductible contributions under section 170(c).**					
a	Did the organization receive a payment in excess of $75 made partly as a contribution and partly for goods and services provided to the payor?			**7a**		No
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?			**7b**		
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?			**7c**		No
d	If "Yes," indicate the number of Forms 8282 filed during the year	**7d**				
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?			**7e**		No
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract? . .			**7f**		No
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?			**7g**		
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?			**7h**		
8	**Sponsoring organizations maintaining donor advised funds and section 509(a)(3) supporting organizations.** Did the supporting organization, or a donor advised fund maintained by a sponsoring organization, have excess business holdings at any time during the year?			**8**		
9	**Sponsoring organizations maintaining donor advised funds.**					
a	Did the organization make any taxable distributions under section 4966?			**9a**		
b	Did the organization make a distribution to a donor, donor advisor, or related person?			**9b**		
10	**Section 501(c)(7) organizations.** Enter					
a	Initiation fees and capital contributions included on Part VIII, line 12 . . .	**10a**				
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	**10b**				
11	**Section 501(c)(12) organizations.** Enter					
a	Gross income from members or shareholders	**11a**				
b	Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them)	**11b**				
12a	**Section 4947(a)(1) non-exempt charitable trusts.** Is the organization filing Form 990 in lieu of Form 1041?			**12a**		
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year	**12b**				
13	**Section 501(c)(29) qualified nonprofit health insurance issuers.**					
a	Is the organization licensed to issue qualified health plans in more than one state? **Note.** See the instructions for additional information the organization must report on Schedule O			**13a**		
b	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	**13b**				
c	Enter the amount of reserves on hand	**13c**				
14a	Did the organization receive any payments for indoor tanning services during the tax year?			**14a**		No
b	If "Yes," has it filed a Form 720 to report these payments? *If "No," provide an explanation in Schedule O* . .			**14b**		

Part VI **Governance, Management, and Disclosure** *For each "Yes" response to lines 2 through 7b below, and for a "No" response to lines 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions.*

Check if Schedule O contains a response to any question in this Part VI . . . . ☑

Section A. Governing Body and Management

				Yes	No
1a	Enter the number of voting members of the governing body at the end of the tax year	1a 14			
	If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O				
b	Enter the number of voting members included in line 1a, above, who are independent	1b 13			
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?		2		No
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person? .		3		No
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?		4		No
5	Did the organization become aware during the year of a significant diversion of the organization's assets? .		5		No
6	Did the organization have members or stockholders?		6		No
7a	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?		7a		No
b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?		7b		No
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following				
a	The governing body?		8a	Yes	
b	Each committee with authority to act on behalf of the governing body?		8b	Yes	
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? *If "Yes," provide the names and addresses in Schedule O*		9		No

Section B. Policies (*This Section B requests information about policies not required by the Internal Revenue Code.*)

			Yes	No
10a	Did the organization have local chapters, branches, or affiliates?	10a		No
b	If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?	10b		
11a	Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	11a	Yes	
b	Describe in Schedule O the process, if any, used by the organization to review this Form 990			
12a	Did the organization have a written conflict of interest policy? *If "No," go to line 13*	12a	Yes	
b	Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	12b	Yes	
c	Did the organization regularly and consistently monitor and enforce compliance with the policy? *If "Yes," describe in Schedule O how this was done*	12c	Yes	
13	Did the organization have a written whistleblower policy?	13	Yes	
14	Did the organization have a written document retention and destruction policy?	14	Yes	
15	Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?			
a	The organization's CEO, Executive Director, or top management official	15a	Yes	
b	Other officers or key employees of the organization	15b	Yes	
	If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions)			
16a	Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?	16a		No
b	If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?	16b		

Section C. Disclosure

17 List the States with which a copy of this Form 990 is required to be filed▶

18 Section 6104 requires an organization to make its Form 1023 (or 1024 if applicable), 990, and 990-T (501(c)(3)s only) available for public inspection Indicate how you made these available Check all that apply

☐ Own website ☐ Another's website ☑ Upon request ☐ Other (explain in Schedule O)

19 Describe in Schedule O whether (and if so, how), the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year

20 State the name, physical address, and telephone number of the person who possesses the books and records of the organization

▶SHIRLENE ARCHER 1100 15TH STREET NW NO 400 WASHINGTON, DC (202) 470-5711

Part VII **Compensation of Officers, Directors,Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**

Check if Schedule O contains a response to any question in this Part VII . . . . ☐

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed Report compensation for the calendar year ending with or within the organization's tax year

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation Enter -0- in columns (D), (E), and (F) if no compensation was paid
- List all of the organization's **current** key employees, if any See instructions for definition of "key employee "
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than $100,000 from the organization and any related organizations
- List all of the organization's **former** officers, key employees, or highest compensated employees who received more than $100,000 of reportable compensation from the organization and any related organizations
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than $10,000 of reportable compensation from the organization and any related organizations

List persons in the following order individual trustees or directors, institutional trustees, officers, key employees, highest compensated employees, and former such persons

☐ Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position: Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former	(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
(1) DAVID DE FERRANTI PRESIDENT/CEO	40 00	X		X				343,460	0	13,855
(2) MARK W HINKLEY CHAIRMAN	30	X		X				0	0	0
(3) OLIVER LAFOURCADE VICE CHAIR	30	X		X				0	0	0
(4) OZGUR KAROSMANOGLU TREASURER	30	X		X				0	0	0
(5) DZINGAI MUTUMBUKA SECRETARY	30	X		X				0	0	0
(6) KY AMOAKO DIRECTOR	30	X						0	0	0
(7) ANA-MARIA ARRIAGADA DIRECTOR	30	X						0	0	0
(8) ROBERTO DANINO DIRECTOR	30	X						0	0	0
(9) JULIO FRENK DIRECTOR	30	X						0	0	0
(10) CARLA HILLS DIRECTOR	30	X						0	0	0
(11) FOLA LAOYE DIRECTOR	30	X						0	0	0
(12) JORGE QUIROGA DIRECTOR	30	X						0	0	0
(13) SANGITA REDDY DIRECTOR	30	X						0	0	0
(14) JO RITZEN DIRECTOR	30	X						0	0	0
(15) SHIRLENE ARCHER CHIEF ADMINISTRATIVE OFFICER	40 00			X				141,725	0	14,876
(16) KANIKA BAHL PRINCIPAL/MANAGING DIRECTOR	40 00				X			276,462	0	13,868
(17) NICHOLAS BURNETT PRINCIPAL/MANAGING DIRECTOR	40 00				X			305,701	0	14,095

Part VII **Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees** *(continued)*

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former	(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
(18) ROBERT M HECHT PRINCIPAL/MANAGING DIRECTOR	40 00				X			305,038	0	14,095
(19) GINA M LAGOMARSINO PRINCIPAL/MANAGING DIRECTOR	40 00				X			289,043	0	13,973
(20) WILLIAM M MAKINEN PRINCIPAL/MANAGING DIRECTOR	40 00				X			256,112	0	23,892
(21) MAME ANNAN-BROWN CHIEF COMMUNICATIONS OFFICER	40 00					X		115,811	0	4,663
(22) AMANDA FOLSOM PROGRAM OFFICER	40 00					X		143,053	0	13,422
(23) COURTNEY TOLMIE PROGRAM OFFICER	40 00					X		145,043	0	11,931
(24) JEAN ARKEDIS PROGRAM DIRECTOR	40 00					X		119,012	0	12,198
(25) STEPHANIE SEALY PROGRAM DIRECTOR	40 00					X		139,320	0	6,867

		(D)	(E)	(F)
1b	**Sub-Total** . . . . ▶			
c	**Total from continuation sheets to Part VII, Section A** . . . . ▶			
d	**Total (add lines 1b and 1c)** . . . . ▶	2,579,780	0	157,735

2 Total number of individuals (including but not limited to those listed above) who received more than $100,000 of reportable compensation from the organization ▶13

		Yes	No
3 Did the organization list any **former** officer, director or trustee, key employee, or highest compensated employee on line 1a? *If "Yes," complete Schedule J for such individual*	**3**		No
4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than $150,000? *If "Yes," complete Schedule J for such individual*	**4**	Yes	
5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? *If "Yes," complete Schedule J for such person*	**5**		No

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than $100,000 of compensation from the organization Report compensation for the calendar year ending with or within the organization's tax year

(A) Name and business address	(B) Description of services	(C) Compensation
THE REGENTS OF UNIVERSITY OF CALIFORNIA PO BOX 0897 SAN FRANCISCO CA 941430897	HEALTH SYSTEMS DESIGN	364,059
JULIAN SCHWEITZER 5107 WEHAWKEN ROAD BETHESDA MD 20816	PROJECT MANAGEMENT	177,795
NATIONAL OPINION RESEARCH COUNCIL 55 E MONROE STREET CHICAGO IL 60603	MONITORING & EVALUATION	133,354
PAUL WILSON 780 RIVERSIDE DRIVE APT 108 NEW YORK NY 10032	PROJECT MANAGEMENT	120,050

2 Total number of independent contractors (including but not limited to those listed above) who received more than $100,000 of compensation from the organization ▶4

Part VIII Statement of Revenue

Check if Schedule O contains a response to any question in this Part VIII . . . . ☐

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512, 513, or 514
Contributions, Gifts, Grants and Other Similar Amounts	**1a** Federated campaigns . .	**1a**					
	b Membership dues	**1b**					
	c Fundraising events	**1c**					
	d Related organizations . . .	**1d**					
	e Government grants (contributions)	**1e**	1,524,342				
	f All other contributions, gifts, grants, and similar amounts not included above	**1f**	3,726,763				
	g Noncash contributions included in lines 1a-1f $						
	h Total. Add lines 1a-1f . . . . ▶			5,251,105			
Program Service Revenue			Business Code				
	2a CONTRACTS		900099	2,906,857	2,906,857		
	b						
	c						
	d						
	e						
	f All other program service revenue						
	g Total. Add lines 2a–2f . . . . ▶			2,906,857			
Other Revenue	**3** Investment income (including dividends, interest, and other similar amounts) . . . . ▶			17,211			17,211
	4 Income from investment of tax-exempt bond proceeds . . ▶						
	5 Royalties . . . . ▶						
		(i) Real	(ii) Personal				
	6a Gross rents						
	b Less rental expenses						
	c Rental income or (loss)						
	d Net rental income or (loss) . . . . ▶						
		(i) Securities	(ii) Other				
	7a Gross amount from sales of assets other than inventory						
	b Less cost or other basis and sales expenses						
	c Gain or (loss)						
	d Net gain or (loss) . . . . ▶						
	8a Gross income from fundraising events (not including $ ____ of contributions reported on line 1c) See Part IV, line 18 . .	**a**					
	b Less direct expenses . . .	**b**					
	c Net income or (loss) from fundraising events . . ▶						
	9a Gross income from gaming activities See Part IV, line 19 . . .	**a**					
	b Less direct expenses . . .	**b**					
	c Net income or (loss) from gaming activities . . . ▶						
	10a Gross sales of inventory, less returns and allowances .	**a**					
	b Less cost of goods sold . .	**b**					
	c Net income or (loss) from sales of inventory . . ▶						
	Miscellaneous Revenue		Business Code				
	11a SUBLEASE INCOME		900099	24,765			24,765
	b FOREIGN CURRENCY GAIN		900099	17,904			17,904
	c OTHER INCOME		900099	12,026			12,026
	d All other revenue						
	e Total. Add lines 11a–11d . . . . ▶			54,695			
	12 Total revenue. See Instructions . . . . . ▶			8,229,868	2,906,857	0	71,906

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns All other organizations must complete column (A)

Check if Schedule O contains a response to any question in this Part IX . . . . ☑

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to governments and organizations in the United States See Part IV, line 21	40,000	40,000		
2 Grants and other assistance to individuals in the United States See Part IV, line 22				
3 Grants and other assistance to governments, organizations, and individuals outside the United States See Part IV, lines 15 and 16	1,467,400	1,467,400		
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	2,026,195	1,931,242	94,953	
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	2,885,646	2,882,601	3,045	
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	110,352	110,189	163	
9 Other employee benefits	169,021	166,674	2,347	
10 Payroll taxes	295,326	289,608	5,718	
11 Fees for services (non-employees)				
a Management				
b Legal	15,138	15,056	75	7
c Accounting	32,768	28,963	3,463	342
d Lobbying				
e Professional fundraising services See Part IV, line 17				
f Investment management fees				
g Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O)	2,874,190	2,849,971	24,219	
12 Advertising and promotion				
13 Office expenses	308,152	287,287	19,354	1,511
14 Information technology	38,037	37,716	321	
15 Royalties . .				
16 Occupancy	595,480	537,772	52,513	5,195
17 Travel	1,017,895	1,013,334		4,561
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	351,625	350,050		1,575
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	99,339	94,866	4,071	402
23 Insurance	39,548	38,532	993	23
24 Other expenses Itemize expenses not covered above (List miscellaneous expenses in line 24e If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O)				
a TRAINING & DEVELOPMENT	11,099	10,814	279	6
b MEMBERSHIP & DUES	9,257	8,854	403	
c PAYROLL FEES	6,892	6,715	173	4
d RECRUITMENT	6,792	6,618	170	4
e All other expenses	3,059	2,909	149	1
25 **Total functional expenses.** Add lines 1 through 24e	12,403,211	12,177,171	212,409	13,631
26 **Joint costs.** Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation Check here ▶ ☐ if following SOP 98-2 (ASC 958-720)				

Part X Balance Sheet

Check if Schedule O contains a response to any question in this Part X . . . . ☐

			(A) Beginning of year		(B) End of year
Assets	1	Cash—non-interest-bearing	2,594	1	230,440
	2	Savings and temporary cash investments	10,167,470	2	8,058,867
	3	Pledges and grants receivable, net	6,724,305	3	4,706,361
	4	Accounts receivable, net	851,288	4	1,079,745
	5	Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees Complete Part II of Schedule L		5	
	6	Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions) Complete Part II of Schedule L		6	
	7	Notes and loans receivable, net		7	
	8	Inventories for sale or use		8	
	9	Prepaid expenses and deferred charges	154,741	9	138,711
	10a	Land, buildings, and equipment cost or other basis Complete Part VI of Schedule D — 10a: 565,842			
	b	Less accumulated depreciation — 10b: 344,125	263,818	10c	221,717
	11	Investments—publicly traded securities		11	
	12	Investments—other securities See Part IV, line 11		12	
	13	Investments—program-related See Part IV, line 11		13	
	14	Intangible assets		14	
	15	Other assets See Part IV, line 11	163,360	15	163,360
	16	**Total assets.** Add lines 1 through 15 (must equal line 34)	18,327,576	16	14,599,201
Liabilities	17	Accounts payable and accrued expenses	859,055	17	637,297
	18	Grants payable	250,000	18	248,688
	19	Deferred revenue	75,414	19	1,262,981
	20	Tax-exempt bond liabilities		20	
	21	Escrow or custodial account liability Complete Part IV of Schedule D		21	
	22	Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons Complete Part II of Schedule L		22	
	23	Secured mortgages and notes payable to unrelated third parties		23	
	24	Unsecured notes and loans payable to unrelated third parties		24	
	25	Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24) Complete Part X of Schedule D	197,058	25	231,743
	26	**Total liabilities.** Add lines 17 through 25	1,381,527	26	2,380,709
Net Assets or Fund Balances		**Organizations that follow SFAS 117 (ASC 958), check here ▶ ☑ and complete lines 27 through 29, and lines 33 and 34.**			
	27	Unrestricted net assets	-184,632	27	735,636
	28	Temporarily restricted net assets	17,130,681	28	11,482,856
	29	Permanently restricted net assets		29	
		Organizations that do not follow SFAS 117 (ASC 958), check here ▶ ☐ and complete lines 30 through 34.			
	30	Capital stock or trust principal, or current funds		30	
	31	Paid-in or capital surplus, or land, building or equipment fund		31	
	32	Retained earnings, endowment, accumulated income, or other funds		32	
	33	Total net assets or fund balances	16,946,049	33	12,218,492
	34	Total liabilities and net assets/fund balances	18,327,576	34	14,599,201

Part XI Reconcilliation of Net Assets

Check if Schedule O contains a response to any question in this Part XI . . . . ☑

1	Total revenue (must equal Part VIII, column (A), line 12)	1	8,229,868
2	Total expenses (must equal Part IX, column (A), line 25)	2	12,403,211
3	Revenue less expenses Subtract line 2 from line 1	3	-4,173,343
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	16,946,049
5	Net unrealized gains (losses) on investments	5	
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain in Schedule O)	9	-554,214
10	Net assets or fund balances at end of year Combine lines 3 through 9 (must equal Part X, line 33, column (B))	10	12,218,492

Part XII Financial Statements and Reporting

Check if Schedule O contains a response to any question in this Part XII . . . . ☐

			Yes	No
1	Accounting method used to prepare the Form 990 ☐ Cash ☑ Accrual ☐ Other ____________ If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O			
2a	Were the organization's financial statements compiled or reviewed by an independent accountant?	2a		No
	If 'Yes,' check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both ☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis			
b	Were the organization's financial statements audited by an independent accountant?	2b	Yes	
	If 'Yes,' check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both ☑ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis			
c	If "Yes," to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?	2c	Yes	
	If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O			
3a	As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?	3a		No
b	If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits	3b		

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SCHEDULE A
(Form 990 or 990EZ)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

▶ Attach to Form 990 or Form 990-EZ. ▶ See separate instructions.

OMB No 1545-0047

2012

Open to Public Inspection

Name of the organization
RESULTS FOR DEVELOPMENT INSTITUTE INC

Employer identification number
20-8530747

Part I Reason for Public Charity Status (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is (For lines 1 through 11, check only one box)

1 ☐ A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i).**

2 ☐ A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E)

3 ☐ A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**

4 ☐ A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state __________

5 ☐ An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II)

6 ☐ A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**

7 ☑ An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi).** (Complete Part II)

8 ☐ A community trust described in **section 170(b)(1)(A)(vi)** (Complete Part II)

9 ☐ An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975 See **section 509(a)(2).** (Complete Part III)

10 ☐ An organization organized and operated exclusively to test for public safety See **section 509(a)(4).**

11 ☐ An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2) See **section 509(a)(3).** Check the box that describes the type of supporting organization and complete lines 11e through 11h

a ☐ Type I **b** ☐ Type II **c** ☐ Type III - Functionally integrated **d** ☐ Type III - Non-functionally integrated

e ☐ By checking this box, I certify that the organization is not controlled directly or indirectly by one or more disqualified persons other than foundation managers and other than one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2)

f If the organization received a written determination from the IRS that it is a Type I, Type II, or Type III supporting organization, check this box ☐

g Since August 17, 2006, has the organization accepted any gift or contribution from any of the following persons?

		Yes	No
(i) A person who directly or indirectly controls, either alone or together with persons described in (ii) and (iii) below, the governing body of the supported organization?	**11g(i)**		
(ii) A family member of a person described in (i) above?	**11g(ii)**		
(iii) A 35% controlled entity of a person described in (i) or (ii) above?	**11g(iii)**		

h Provide the following information about the supported organization(s)

(i) Name of supported organization	**(ii)** EIN	**(iii)** Type of organization (described on lines 1- 9 above or IRC section **(see instructions))**	**(iv)** Is the organization in col **(i)** listed in your governing document? Yes	No	**(v)** Did you notify the organization in col **(i)** of your support? Yes	No	**(vi)** Is the organization in col **(i)** organized in the U S ? Yes	No	**(vii)** Amount of monetary support
Total									

Part II **Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)**
(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ▶	(a) 2008	(b) 2009	(c) 2010	(d) 2011	(e) 2012	(f) Total
1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants ")	10,947,974	7,763,903	8,618,983	9,523,811	5,251,105	42,105,776
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 **Total.** Add lines 1 through 3	10,947,974	7,763,903	8,618,983	9,523,811	5,251,105	42,105,776
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						30,793,731
6 **Public support.** Subtract line 5 from line 4						11,312,045

Section B. Total Support

Calendar year (or fiscal year beginning in) ▶	(a) 2008	(b) 2009	(c) 2010	(d) 2011	(e) 2012	(f) Total
7 Amounts from line 4	10,947,974	7,763,903	8,618,983	9,523,811	5,251,105	42,105,776
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources	18,690	110,693	50,401	17,938	41,976	239,698
9 Net income from unrelated business activities, whether or not the business is regularly carried on						
10 Other income Do not include gain or loss from the sale of capital assets (Explain in Part IV)	734	2,167	4,776	7,418	12,026	27,121
11 **Total support** (Add lines 7 through 10)						42,372,595

12 Gross receipts from related activities, etc (see instructions) | 12 | 8,867,193

13 **First five years.** If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a 501(c)(3) organization, check this box and **stop here** . . . . ▶☐

Section C. Computation of Public Support Percentage

14 Public support percentage for 2012 (line 6, column (f) divided by line 11, column (f)) | 14 | 26 700 %

15 Public support percentage for 2011 Schedule A, Part II, line 14 | 15 |

16a **33 1/3% support test—2012.** If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization ▶☐

b **33 1/3% support test—2011.** If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization ▶☐

17a **10%-facts-and-circumstances test—2012.** If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and **stop here.** Explain in Part IV how the organization meets the "facts-and-circumstances" test The organization qualifies as a publicly supported organization ▶☑

b **10%-facts-and-circumstances test—2011.** If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and **stop here.** Explain in Part IV how the organization meets the "facts-and-circumstances" test The organization qualifies as a publicly supported organization ▶☐

18 **Private foundation.** If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions ▶☐

Part III **Support Schedule for Organizations Described in Section 509(a)(2)**
(Complete only if you checked the box on line 9 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ▶	(a) 2008	(b) 2009	(c) 2010	(d) 2011	(e) 2012	(f) Total
1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants ")						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 **Total.** Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of $5,000 or 1% of the amount on line 13 for the year						
c Add lines 7a and 7b						
8 **Public support** (Subtract line 7c from line 6)						

Section B. Total Support

Calendar year (or fiscal year beginning in) ▶	(a) 2008	(b) 2009	(c) 2010	(d) 2011	(e) 2012	(f) Total
9 Amounts from line 6						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						
12 Other income Do not include gain or loss from the sale of capital assets (Explain in Part IV)						
13 **Total support.** (Add lines 9, 10c, 11, and 12)						

14 **First five years.** If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a 501(c)(3) organization, check this box and **stop here** ▶☐

Section C. Computation of Public Support Percentage

15 Public support percentage for 2012 (line 8, column (f) divided by line 13, column (f))	15	
16 Public support percentage from 2011 Schedule A, Part III, line 15	16	

Section D. Computation of Investment Income Percentage

17 Investment income percentage for **2012** (line 10c, column (f) divided by line 13, column (f))	17	
18 Investment income percentage from **2011** Schedule A, Part III, line 17	18	

19a **33 1/3% support tests—2012.** If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here.** The organization qualifies as a publicly supported organization ▶☐

b **33 1/3% support tests—2011.** If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3% and line 18 is not more than 33 1/3%, check this box and **stop here.** The organization qualifies as a publicly supported organization ▶☐

20 **Private foundation.** If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions ▶☐

Part IV **Supplemental Information.** Complete this part to provide the explanations required by Part II, line 10; Part II, line 17a or 17b; and Part III, line 12. Also complete this part for any additional information. (See instructions).

Facts And Circumstances Test
THIS IS OPEN

Explanation

SCHEDULE A, PART IV, SUPPLEMENTAL INFORMATION I BACKGROUND RESULTS FOR DEVELOPMENT INSTITUTE, INC ("R4D") IS A NONPROFIT ORGANIZATION INCORPORATED IN WASHINGTON, D C IN 2007 R4D'S MISSION IS DEDICATED TO REDUCING POVERTY AND IMPROVING HUMAN WELFARE IN DEVELOPING COUNTRIES R4D'S MISSION IS TO ENCOURAGE HIGH IMPACT INVESTMENTS IN POOR PEOPLE BY SEEDING NEW THINKING, IMPLEMENTATION METHODS, AND SIMPLE MEASURES OF RESULTS TO SUPPORT INNOVATIVE FINANCING ARRANGEMENTS FOR SUBSIDIES THAT OVERCOME MARKET, GOVERNMENT AND INSTITUTIONAL FAILURES, IMPROVING ACCOUNTABILITY OF GOVERNMENTS AND PRIVATE PROVIDERS FOR RESULTS, AND IMPROVING INSTITUTIONAL ARRANGEMENTS THAT HELP HOUSEHOLDS MANAGE THE FINANCIAL RISKS OF POOR HEALTH AND THE COSTS OF INVESTING IN THEIR CHILDREN II ANALYSIS R4D QUALIFIES AS A "PUBLICLY SUPPORTED" ORGANIZATION DESCRIBED UNDER SECTION 170(B)(1)(A)(VI) AND THEREFORE AS AN ORGANIZATION DESCRIBED IN SECTION 509(A)(1) BECAUSE IT SATISFIES THE "FACTS AND CIRCUMSTANCES TEST" SET FORTH IN SECTION 1 170A-9(E)(3) OF THE TREASURY REGULATIONS A THRESHOLD REQUIREMENTS R4D IS ELIGIBLE FOR A DETERMINATION OF PUBLIC SUPPORT UNDER THE FACTS AND CIRCUMSTANCES TEST BECAUSE IT MEETS THE TWO THRESHOLD REQUIREMENTS FOR CONSIDERATION FIRST, THE PORTION OF R4D'S SUPPORT THAT QUALIFIES AS ELIGIBLE PUBLIC SUPPORT IS APPROXIMATELY 26 70%, WHICH EXCEEDS THE 10% THRESHOLD REQUIRED UNDER TREASURY REGULATION SECTION 1 170A-9(E)(3)(I) SECOND, R4D'S OPERATIONS ENSURE THAT IT WILL CONTINUE TO ATTRACT NEW AND ADDITIONAL PUBLIC SUPPORT, AS REQUIRED BY TREASURY REGULATION SECTION 1 170A-9(E)(3)(II) R4D HAS CONTINUED TO MAKE SIGNIFICANT STRIDES IN THE AREA OF BEING DIVERSIFIED IN THEIR FUNDING, THEREBY SATISFYING THE OTHER THRESHOLD REQUIREMENT FOR QUALIFYING AS PUBLICLY SUPPORTED UNDER THE FACTS AND CIRCUMSTANCES TEST AS OF JUNE 30, 2013, R4D'S REVENUE SOURCES WERE AS FOLLOWS 53% FROM PRIVATE FOUNDATIONS, 35% FROM FOREIGN GOVERNMENTS AND 12% FROM USAID B OTHER RELEVANT FACTORS IN DETERMINING WHETHER R4D MEETS THE "FACTS AND CIRCUMSTANCES TEST," THE TREASURY REGULATIONS ALSO PROVIDE A LIST OF FACTORS THAT SERVE AS INDICIA OF WHETHER AN ORGANIZATION QUALIFIES AS "PUBLICLY SUPPORTED " THE HIGHER THE PERCENTAGE OF SUPPORT ABOVE THE 10% REQUIREMENT, THE LOWER THE ORGANIZATION'S BURDEN IN ESTABLISHING IT'S PUBLICLY SUPPORTED NATURE WITH OTHER FACTORS THESE ADDITIONAL FACTORS, DISCUSSED BELOW, PROVIDE FURTHER EVIDENCE THAT R4D SATISFIES THE FACTS AND CIRCUMSTANCES TEST BECAUSE R4D'S PERCENTAGE OF SUPPORT IS 26 70%, R4D HAS A LESSER BURDEN IN PROVING ITS PUBLICLY SUPPORTED NATURE THROUGH THESE FACTORS C SOURCES OF SUPPORT R4D RECEIVES ITS PUBLIC SUPPORT FROM A WIDE VARIETY OF CONTRIBUTORS AND DOES NOT DEPEND ON A SINGLE FAMILY FOR CONTRIBUTIONS, TWO FACTS THAT PROVIDE FURTHER SUPPORT FOR R4D'S QUALIFICATION AS A "PUBLICLY SUPPORTED" ENTITY THESE DONORS INCLUDE PRIVATE FOUNDATIONS, FOREIGN GOVERNMENTS, AND USAID R4D PLANS TO CONTINUE REACHING OUT TO NEW DONORS IN THE COMING YEARS D REPRESENTATIVE GOVERNING BODY THE REPRESENTATIVE NATURE OF AN ORGANIZATION'S GOVERNING BODY IS ALSO A FACTOR IN DETERMINING WHETHER IT QUALIFIES UNDER THE "FACTS AND CIRCUMSTANCES TEST " IN CONSIDERING WHETHER A BOARD IS REPRESENTATIVE, SUCH FACTORS AS THE MEMBERS' EXPERTISE IN THE RELEVANT FIELD, THEIR HISTORY OF LEADERSHIP IN THE COMMUNITY AND THEIR TRADITION OF PUBLIC SERVICE ARE RELEVANT R4D'S TEAM IS A UNIQUE BLEND OF THOSE WITH DECADES OF EXPERIENCE IN SENIOR POSITIONS IN INTERNATIONAL INSTITUTIONS, THINK TANKS, NON-PROFIT ORGANIZATIONS AND THE PRIVATE SECTOR, AND THOSE THAT BRING NEW SKILL SETS AND NEW EXPERIENCES TO GLOBAL DEVELOPMENT OUR TEAM HAVE DIVERSE BACKGROUNDS IN POLICY DEVELOPMENT AND IMPLEMENTATION IN PUBLIC AND PRIVATE SECTORS, WHO APPLY PRACTICAL, GROUNDED APPROACHES TO ACHIEVE LARGE SCALE IMPACT DAVID DE FERRANTI PRESIDENT (AND FOUNDER) WITH OVER 30 YEARS OF EXPERIENCE IN LEADERSHIP AND SENIOR MANAGEMENT POSITIONS IN THE PUBLIC AND PRIVATE SECTOR, CHIEFLY IN THE FIELDS OF INTERNATIONAL DEVELOPMENT AND, EARLIER, U S PUBLIC POLICY HE WAS PREVIOUSLY THE WORLD BANK'S REGIONAL VICE PRESIDENT FOR LATIN AMERICA AND THE CARIBBEAN FROM 1999 TO 2005 FROM 1994 TO 1999, HE OVERSAW THE BANK'S RESEARCH AND FINANCIAL SUPPORT TO COUNTRIES WORLDWIDE IN THE AREAS OF HEALTH, EDUCATION, NUTRITION, AND OTHER SOCIAL SERVICES K Y AMOAKO (BOARD OF DIRECTORS) MR AMOAKO IS PRESIDENT AND FOUNDER OF THE AFRICAN CENTER FOR ECONOMIC TRANSFORMATION (ACET), A POLICY RESEARCH AND ADVISORY INSTITUTION BASED IN GHANA FOCUSED ON WORKING WITH AFRICAN GOVERNMENTS TO DELIVER LONG-TERM ECONOMIC GROWTH PREVIOUSLY HE SERVED AS UNDER SECRETARY GENERAL OF THE UN AND EXECUTIVE SECRETARY OF THE ECONOMIC COMMISSION FOR AFRICA (ECA) FROM 1995-2005 ANA-MARIA ARRIAGADA (BOARD OF DIRECTORS) MS ARRIGADA IS AN INDEPENDENT INTERNATIONAL DEVELOPMENT CONSULTANT SPECIALIZING IN SOCIAL POLICY, STRATEGY DEVELOPMENT, ORGANIZATION MANAGEMENT, AND LEARNING SHE IS CURRENTLY WORKING WITH SENIOR EXECUTIVES IN A RANGE OF NON-PROFIT ORGANIZATIONS TO DEVELOP EFFECTIVE BUSINESS STRATEGIES TO PROMOTE INNOVATION AND ELEVATE THE PERFORMANCE OF ORGANIZATIONS, PROJECTS, AND TEAMS CARLA ANDERSON HILLS (BOARD OF DIRECTORS) MRS HILLS SERVED AS UNITED STATES TRADE REPRESENTATIVE FROM 1989 TO 1993 AS A MEMBER OF PRESIDENT BUSH'S CABINET, MRS HILLS WAS THE PRESIDENT'S PRINCIPAL ADVISOR ON INTERNATIONAL TRADE POLICY SHE WAS ALSO THE NATION'S CHIEF TRADE NEGOTIATOR, REPRESENTING AMERICAN INTERESTS IN MULTILATERAL AND BILATERAL TRADE NEGOTIATIONS THROUGHOUT THE WORLD SHE LED THE U S NEGOTIATIONS IN THE URUGUAY ROUND OF MULTILATERAL TRADE TALKS, CONCLUDED THE NORTH AMERICAN FREE TRADE AGREEMENT, AND ENTERED INTO A LARGE NUMBER OF TRADE AND INVESTMENT AGREEMENTS WITH COUNTRIES ALL AROUND THE WORLD FOLA LAOYE (BOARD OF DIRECTORS) MRS LAOYE HAS OVER 19 YEARS OF EXPERIENCE IN THE INTERNATIONAL BUSINESS SECTOR SHE IS THE CHIEF EXECUTIVE OFFICER OF HYGEIA NIGERIA LIMITED, PROMOTERS OF HYGEIA HMO, THE LEADING HEALTH MAINTENANCE ORGANIZATION IN NIGERIA AND THE LAGOON HOSPITALS GROUP HENRY SCHIRMER (BOARD OF DIRECTORS) MR SCHIRMER IS SENIOR VICE PRESIDENT AND CHIEF FINANCIAL OFFICER OF UNILEVER NORTH AMERICA IN HIS 20 YEAR CAREER, SCHIRMER HAS GAINED INTERNATIONAL MANAGEMENT AND LEADERSHIP EXPERIENCE IN THE FAST MOVING CONSUMER GOODS INDUSTRY AND INDUSTRIAL SECTOR UNDER PUBLIC AND PRIVATE EQUITY OWNERSHIP E PUBLIC PARTICIPATION IN PROGRAMS UNDER SECTION 1 170A-9(E)(3)(VI)(C)(1) OF THE TREASURY REGULATIONS, ONE FACTOR INDICATING THAT AN ORGANIZATION QUALIFIES AS "PUBLICLY SUPPORTED" UNDER THE FACTS AND CIRCUMSTANCES TEST IS THAT "MEMBERS OF THE PUBLIC HAVING SPECIALIZED KNOWLEDGE OR EXPERTISE, PUBLIC OFFICIALS, OR CIVIC OR COMMUNITY LEADERS" PARTICIPATE IN, OR SPONSOR, THE ORGANIZATION'S PROGRAMS AS DISCUSSED ABOVE, ALL OF R4D'S OFFICERS AND KEY EMPLOYEES ARE EXPERTS AND LEADERS IN THE ENVIRONMENTAL FIELD F PROGRAM EFFORTS WE BELIEVE THE FOLLOWING PROGRAMS REFLECT R4D'S IMPACT ON LARGE POPULATIONS IN LOW AND MIDDLE INCOME COUNTRIES MARKET DYNAMICS MULTIPLE MICRONUTRIENT POWDERS PROJECT THE CHALLENGE EACH YEAR, MALNUTRITION KILLS MORE THAN 2 5 MILLION CHILDREN UNDER FIVE YEARS OLD WORLDWIDE AND IMPAIRS HUNDREDS OF THOUSANDS MORE IN PARTICULAR, MICRONUTRIENT DEFICIENCIES OF VITAMINS AND MINERALS SUCH AS IRON, IODINE, AND VITAMIN A ARE AMONG THE LEADING CAUSES OF MENTAL AND PHYSICAL IMPAIRMENTS IN CHILDREN SIMPLE AND HIGHLY EFFECTIVE PRODUCTS, KNOWN AS MICRONUTRIENT POWDERS (MNPS), ARE AVAILABLE FOR JUST PENNIES A DAY TO ADDRESS THESE DEFICIENCIES DESPITE THEIR LOW COST, MILLIONS OF CHILDREN IN NEED STILL DO NOT HAVE ACCESS TO THE PRODUCT OUR WORK RESULTS FOR DEVELOPMENT (R4D) AND MICRONUTRIENT INITIATIVE (MI), THE LEADING NONPROFIT WORKING EXCLUSIVELY TO ELIMINATE VITAMIN AND MINERAL DEFICIENCIES IN THE WORLD'S MOST VULNERABLE POPULATIONS, ARE UNDERTAKING THE FIRST OF A TWO-PHASE MICRONUTRIENT POWDERS PROJECT COMMISSIONED BY THE BILL & MELINDA GATES FOUNDATION AND FOCUSED ON DEVELOPING AND SCALING THE MNP MARKET THIS WORK WILL OCCUR OVER A 12 MONTH PERIOD BEGINNING IN JUNE 2012 THIS WORK WILL DIRECTLY IMPACT MILLIONS OF CHILDREN WHO NEED AND USE THESE POWDERS IN THE DEVELOPING WORLD INCREASING THE IMPACT OF INVESTMENT IN CHILDREN THE CHALLENGE THE CHILDREN'S INVESTMENT FUND FOUNDATION (CIFF), A PHILANTHROPIC ORGANIZATION THAT AIMS TO "IMPROVE THE LIVES OF CHILDREN LIVING IN POVERTY IN DEVELOPING COUNTRIES BY ACHIEVING LARGE-SCALE, SUSTAINABLE IMPACT" PRIDES ITSELF ON HIGH-IMPACT INVESTING IT SEEKS TO ACHIEVE A HIGH RETURN ON ITS INVESTMENT IN THE FORM OF LARGE SCALE, TRANSFORMATIVE IMPACTS IN THE LIVES OF CHILDREN IN ORDER TO ACHIEVE ITS AIM, CIFF WISHES TO HARNESS A GROWING BODY OF KNOWLEDGE AROUND COSTING, COST-EFFECTIVENESS AND FINANCING AND APPLY IT TO ITS CORE INVESTMENTS

SCHEDULE A, PART IV, SUPPLEMENTAL INFORMATION OUR WORK CIFF ASKED RESULTS FOR DEVELOPMENT INSTITUTE TO DEVELOP FRAMEWORKS FOR COSTING, COST-EFFECTIVENESS ANALYSIS, AND FINANCIAL SUSTAINABILITY THAT THE FOUNDATION CAN USE CONSISTENTLY ACROSS FIVE CIFF PRIORITY AREAS NEONATAL MORTALITY, EARLY CHILDHOOD EDUCATION, SEVERE AND ACUTE MALNUTRITION, PREVENTION OF MOTHER-TO-CHILD TRANSMISSION OF HIV AND DE-WORMING THROUGH THE IDENTIFICATION OF RELEVANT COSTS, COST EFFECTIVENESS AND FINANCING METHODS, DATA SOURCES AND BENCHMARKS, THESE FRAMEWORKS WILL INFORM BOTH THE TYPES OF INVESTMENTS THAT CIFF MAKES IN EACH OF THESE DOMAINS AS WELL AS THE WAY IN WHICH IT EVALUATES ITS INVESTMENTS THE SUCCESSFUL APPLICATION OF THESE FRAMEWORKS WILL FACILITATE THE ACHIEVEMENT OF HIGH-PERFORMING, SUSTAINABLE PROGRAMS THAT OPERATE AT SCALE BUILDING BRIDGES FOR BETTER SPENDING IN SOUTHEAST ASIA THE CHALLENGE NO GOVERNMENT ACTIVITY HAS A MORE SIGNIFICANT IMPACT ON CITIZENS' ABILITY TO ATTAIN HEALTH, EDUCATION AND OTHER INTRINSIC HUMAN RIGHTS THAN THE FORMULATION AND IMPLEMENTATION OF THE PUBLIC BUDGET HOWEVER, GOVERNMENT SPENDING CAN FAIL TO IMPROVE THE LIVES OF THE WORLD'S POOREST PEOPLE IF FUNDS ARE NOT ALLOCATED OR SPENT EFFICIENTLY AND EQUITABLY WHILE SOME COUNTRIES HAVE BEEN ABLE TO IMPROVE SPENDING AND SERVICE DELIVERY THROUGH A VIBRANT CIVIL SOCIETY THAT HAS MADE MAJOR STRIDES IN MONITORING GOVERNMENT ACTIONS AND HOLDING THEM ACCOUNTABLE, THE EXPERTISE OF THESE CIVIL SOCIETY ORGANIZATIONS HAS BEEN SLOW TO CROSS BORDERS, AND MANY COUNTRIES ARE LAGGING BEHIND IN SOCIAL ACCOUNTABILITY WORK OUR WORK THE USAID FUNDED BUILDING BRIDGES FOR BETTER SPENDING IN SOUTHEAST ASIA PROJECT IMPROVES GOVERNANCE AND ACCESS TO BASIC HUMAN RIGHTS IN SOUTHEAST ASIA BY MAKING PUBLIC SPENDING AND SERVICE DELIVERY MORE EFFECTIVE JOINTLY LED BY RESULTS FOR DEVELOPMENT INSTITUTE (R4D) AND THE BANDUNG INSTITUTE OF GOVERNANCE STUDIES (BIGS), THE THREE-YEAR (2011-2014) BUILDING BRIDGES PROJECT DEVELOPS SOUTHEAST ASIAN CIVIL SOCIETY ORGANIZATIONS' CSOS' CAPACITY TO MONITOR AND IMPROVE PUBLIC SPENDING AND SERVICE DELIVERY, ENHANCES COLLABORATIONS BETWEEN CSOS AND POLICYMAKERS FOR BETTER POLICY DECISIONS, AND CATALYZES CONCRETE IMPROVEMENTS IN HEALTH AND EDUCATION SPENDING AND OUTCOMES III CONCLUSION IN SUMMARY, R4D HAS THE CHARACTERISTICS OF A "PUBLICLY SUPPORTED" ORGANIZATION, BASED ON THE FACTS AND CIRCUMSTANCES TEST DESCRIBED IN SECTION 1 170A-9(E)(3) OF THE TREASURY REGULATIONS SPECIFICALLY, A SMALL NUMBER OF DONORS DO NOT CONTROL R4D, RATHER R4D IS A GROWING INSTITUTION THAT BEARS MANY OF THE INDICIA OF A "PUBLICLY SUPPORTED" ORGANIZATION, INCLUDING PUBLIC SUPPORT FROM A WIDE CROSS-SECTION OF DONORS, WITH A REPRESENTATIVE GOVERNING BODY MOREOVER, R4D IS CONTINUING TO SEEK NEW SOURCES OF SUPPORT FROM THE GENERAL PUBLIC AS WELL AS OTHER ORGANIZATIONS ACCORDINGLY, R4D QUALIFIES AS A "PUBLICLY SUPPORTED" ORGANIZATION DESCRIBED IN SECTION 170(B)(1)(A)(VI)

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SCHEDULE D
(Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

▶ Complete if the organization answered "Yes," to Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b
▶ Attach to Form 990. ▶ See separate instructions.

OMB No 1545-0047

2012

Open to Public Inspection

Name of the organization
RESULTS FOR DEVELOPMENT INSTITUTE INC

Employer identification number
20-8530747

Part I **Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.** Complete if the organization answered "Yes" to Form 990, Part IV, line 6.

		(a) Donor advised funds	(b) Funds and other accounts
1	Total number at end of year		
2	Aggregate contributions to (during year)		
3	Aggregate grants from (during year)		
4	Aggregate value at end of year		

5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? ☐ Yes ☐ No

6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit? ☐ Yes ☐ No

Part II **Conservation Easements.** Complete if the organization answered "Yes" to Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply)
☐ Preservation of land for public use (e g , recreation or education)
☐ Preservation of an historically important land area
☐ Protection of natural habitat
☐ Preservation of a certified historic structure
☐ Preservation of open space

2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year

			Held at the End of the Year
a	Total number of conservation easements	2a	
b	Total acreage restricted by conservation easements	2b	
c	Number of conservation easements on a certified historic structure included in (a)	2c	
d	Number of conservation easements included in (c) acquired after 8/17/06, and not on a historic structure listed in the National Register	2d	

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ▶______

4 Number of states where property subject to conservation easement is located ▶______

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? ☐ Yes ☐ No

6 Staff and volunteer hours devoted to monitoring, inspecting, and enforcing conservation easements during the year ▶______

7 Amount of expenses incurred in monitoring, inspecting, and enforcing conservation easements during the year ▶ $ ______

8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? ☐ Yes ☐ No

9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements

Part III **Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.** Complete if the organization answered "Yes" to Form 990, Part IV, line 8.

1a If the organization elected, as permitted under SFAS 116 (ASC 958), not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIII, the text of the footnote to its financial statements that describes these items

b If the organization elected, as permitted under SFAS 116 (ASC 958), to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items

(i) Revenues included in Form 990, Part VIII, line 1 ▶ $ ______

(ii) Assets included in Form 990, Part X ▶ $ ______

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 (ASC 958) relating to these items

a Revenues included in Form 990, Part VIII, line 1 ▶ $ ______

b Assets included in Form 990, Part X ▶ $ ______

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets *(continued)*

3 Using the organization's acquisition, accession, and other records, check any of the following that are a significant use of its collection items (check all that apply)

a ☐ Public exhibition
b ☐ Scholarly research
c ☐ Preservation for future generations
d ☐ Loan or exchange programs
e ☐ Other

4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII

5 During the year, did the organization solicit or receive donations of art, historical treasures or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? ☐ Yes ☐ No

Part IV Escrow and Custodial Arrangements. Complete if the organization answered "Yes" to Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII and complete the following table

		Amount
c Beginning balance	1c	
d Additions during the year	1d	
e Distributions during the year	1e	
f Ending balance	1f	

2a Did the organization include an amount on Form 990, Part X, line 21? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII Check here if the explanation has been provided in Part XIII . . . . ☐

Part V Endowment Funds. Complete if the organization answered "Yes" to Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	b (c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance					
b Contributions					
c Net investment earnings, gains, and losses					
d Grants or scholarships					
e Other expenditures for facilities and programs					
f Administrative expenses					
g End of year balance					

2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as

a Board designated or quasi-endowment ▶

b Permanent endowment ▶

c Temporarily restricted endowment ▶

The percentages in lines 2a, 2b, and 2c should equal 100%

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by

		Yes	No
(i) unrelated organizations	3a(i)		
(ii) related organizations	3a(ii)		
b If "Yes" to 3a(ii), are the related organizations listed as required on Schedule R?	3b		

4 Describe in Part XIII the intended uses of the organization's endowment funds

Part VI Land, Buildings, and Equipment. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land				
b Buildings				
c Leasehold improvements		34,601	33,779	822
d Equipment		220,062	93,692	126,370
e Other		311,179	216,654	94,525
Total. Add lines 1a through 1e *(Column (d) must equal Form 990, Part X, column (B), line 10(c).)* ▶				221,717

Part VII Investments—Other Securities. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely-held equity interests		
Other		
Total. *(Column (b) must equal Form 990, Part X, col (B) line 12)* ▶		

Part VIII Investments—Program Related. See Form 990, Part X, line 13.

(a) Description of investment type	(b) Book value	(c) Method of valuation Cost or end-of-year market value
Total. *(Column (b) must equal Form 990, Part X, col (B) line 13)* ▶		

Part IX Other Assets. See Form 990, Part X, line 15.

(a) Description	(b) Book value
Total. *(Column (b) must equal Form 990, Part X, col.(B) line 15.)* . . . . ▶	

Part X Other Liabilities. See Form 990, Part X, line 25.

1 (a) Description of liability	(b) Book value
Federal income taxes	
DEFERRED RENT	231,743
Total. *(Column (b) must equal Form 990, Part X, col (B) line 25)* ▶	231,743

2. Fin 48 (ASC 740) Footnote In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48 (ASC 740) Check here if the text of the footnote has been provided in Part XIII ☑

Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return

1	Total revenue, gains, and other support per audited financial statements			1	7,425,654
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12				
a	Net unrealized gains on investments	2a			
b	Donated services and use of facilities	2b			
c	Recoveries of prior year grants	2c			
d	Other (Describe in Part XIII)	2d	-804,214		
e	Add lines **2a** through **2d**			2e	-804,214
3	Subtract line **2e** from line **1**			3	8,229,868
4	Amounts included on Form 990, Part VIII, line 12, but not on line **1**				
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a			
b	Other (Describe in Part XIII)	4b			
c	Add lines **4a** and **4b**			4c	0
5	Total revenue Add lines **3** and **4c.** (This must equal Form 990, Part I, line 12)			5	8,229,868

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return

1	Total expenses and losses per audited financial statements			1	12,153,211
2	Amounts included on line 1 but not on Form 990, Part IX, line 25				
a	Donated services and use of facilities	2a			
b	Prior year adjustments	2b			
c	Other losses	2c			
d	Other (Describe in Part XIII)	2d	-250,000		
e	Add lines **2a** through **2d**			2e	-250,000
3	Subtract line **2e** from line **1**			3	12,403,211
4	Amounts included on Form 990, Part IX, line 25, but not on line **1:**				
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a			
b	Other (Describe in Part XIII)	4b			
c	Add lines **4a** and **4b**			4c	0
5	Total expenses Add lines **3** and **4c.** (This must equal Form 990, Part I, line 18)			5	12,403,211

Part XIII Supplemental Information

Complete this part to provide the descriptions required for Part II, lines 3, 5, and 9, Part III, lines 1a and 4, Part IV, lines 1b and 2b, Part V, line 4, Part X, line 2, Part XI, lines 2d and 4b, and Part XII, lines 2d and 4b Also complete this part to provide any additional information

Identifier	Return Reference	Explanation
DESCRIPTION OF UNCERTAIN TAX POSITIONS UNDER FIN 48	PART X, LINE 2	IN ACCORDANCE WITH ACCOUNTING STANDARDS CODIFICATION (ASC) TOPIC 740, INCOME TAXES, R4D HAS EVALUATED UNCERTAIN TAX POSITIONS FOR THE YEAR ENDED DECEMBER 31, 2012, AND DETERMINED THAT THERE WERE NO MATTERS THAT WOULD REQUIRE RECOGNITION IN THE FINANCIAL STATEMENTS OR THAT MAY HAVE ANY EFFECT ON ITS TAX-EXEMPT STATUS
PART XI, LINE 2D - OTHER ADJUSTMENTS		LOSS ON RETURN OF GRANT FUNDS -804,214
PART XII, LINE 2D - OTHER ADJUSTMENTS		RECOVERY OF PRIOR YEAR GRANTS -250,000

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SCHEDULE F
(Form 990)

Department of the Treasury
Internal Revenue Service

Statement of Activities Outside the United States

▶ Complete if the organization answered "Yes" to Form 990, Part IV, line 14b, 15, or 16.
▶ Attach to Form 990. ▶ See separate instructions.

OMB No 1545-0047

2012

Open to Public Inspection

Name of the organization
RESULTS FOR DEVELOPMENT INSTITUTE INC

Employer identification number
20-8530747

Part I **General Information on Activities Outside the United States.** Complete if the organization answered "Yes" to Form 990, Part IV, line 14b.

1 **For grantmakers.** Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? . . . . ☑ **Yes** ☐ **No**

2 **For grantmakers.** Describe in Part V the organization's procedures for monitoring the use of grant funds outside the United States.

3 Activites per Region (The following Part I, line 3 table can be duplicated if additional space is needed)

	(a) Region	(b) Number of offices in the region	(c) Number of employees, agents, and independent contractors in region	(d) Activities conducted in region (by type) (e g , fundraising, program services, investments, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures for and investments in region
	EAST ASIA AND THE PACIFIC	0	0	GRANTMAKING		468,776
	SUB-SAHARAN AFRICA	0	0	GRANTMAKING		998,624
3a	Sub-total	0	0			1,467,400
b	Total from continuation sheets to Part I	0	0			0
c	**Totals** (add lines 3a and 3b)	0	0			1,467,400

Part II **Grants and Other Assistance to Organizations or Entities Outside the United States.** Complete if the organization answered "Yes" to Form 990, Part IV, line 15, for any recipient who received more than $5,000. Part II can be duplicated if additional space is needed.

1 (a) Name of organization	(b) IRS code section and EIN (if applicable)	(c) Region	(d) Purpose of grant	(e) Amount of cash grant	(f) Manner of cash disbursement	(g) Amount of non-cash assistance	(h) Description of non-cash assistance	(i) Method of valuation (book, FMV, appraisal, other)
See Add'l Data								

2 Enter total number of recipient organizations listed above that are recognized as charities by the foreign country, recognized as tax-exempt by the IRS, or for which the grantee or counsel has provided a section 501(c)(3) equivalency letter . . . . . ▶ 0

3 Enter total number of other organizations or entities . . . . ▶ 28

Part III **Grants and Other Assistance to Individuals Outside the United States.** Complete if the organization answered "Yes" to Form 990, Part IV, line 16. Part III can be duplicated if additional space is needed.

(a) Type of grant or assistance	(b) Region	(c) Number of recipients	(d) Amount of cash grant	(e) Manner of cash disbursement	(f) Amount of non-cash assistance	(g) Description of non-cash assistance	(h) Method of valuation (book, FMV, appraisal, other)

Part IV Foreign Forms

1	Was the organization a U S transferor of property to a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 926, Return by a U.S. Transferor of Property to a Foreign Corporation (see Instructions for Form 926)*	☐ Yes	☑ No
2	Did the organization have an interest in a foreign trust during the tax year? *If "Yes," the organizationmay be required to file Form 3520, Annual Return to Report Transactions with Foreign Trusts and Receipt of Certain Foreign Gifts, and/or Form 3520-A, Annual Information Return of Foreign Trust With a U.S. Owner (see Instructions for Forms 3520 and 3520-A)*	☐ Yes	☑ No
3	Did the organization have an ownership interest in a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 5471, Information Return of U.S. Persons with Respect to Certain Foreign Corporations. (see Instructions for Form 5471)*	☐ Yes	☑ No
4	Was the organization a direct or indirect shareholder of a passive foreign investment company or a qualified electing fund during the tax year? *If "Yes," the organization may be required to file Form 8621, Return by a Shareholder of a Passive Foreign Investment Company or Qualified Electing Fund. (see Instructions for Form 8621)*	☐ Yes	☑ No
5	Did the organization have an ownership interest in a foreign partnership during the tax year? *If "Yes," the organization may be required to file Form 8865, Return of U.S. Persons with Respect to Certain Foreign Partnerships. (see Instructions for Form 8865)*	☐ Yes	☑ No
6	Did the organization have any operations in or related to any boycotting countries during the tax year? *If "Yes," the organization may be required to file Form 5713, International Boycott Report (see Instructions for Form 5713).*	☐ Yes	☑ No

Part V Supplemental Information

Complete this part to provide the information required by Part I, line 2 (monitoring of funds); Part I, line 3, column (f) (accounting method; amounts of investments vs. expenditures per region); Part II, line 1 (accounting method); Part III (accounting method); and Part III, column (c) (estimated number of recipients), as applicable. Also complete this part to provide any additional information (see instructions).

Identifier	ReturnReference	Explanation
PROCEDURE FOR MONITORING GRANTS OUTSIDE THE U S		SCHEDULE F, PART I, LINE 2 GRANT RECIPIENTS HAVE DELIVERABLES BASED ON AGREEMENTS WITH R4D ON THE SCOPE OF THE WORK

Additional Data

Software ID:
Software Version:
EIN: 20-8530747
Name: RESULTS FOR DEVELOPMENT INSTITUTE INC

Form 990 Schedule F Part II - Grants or Entities Outside The United States

(a) Name of organization	(b) IRS code section and EIN(if applicable)	(c) Region	(d) Purpose of grant	(e) Amount of cash grant	(f) Manner of cash disbursement	(g) Amount of non-cash assistance	(h) Description of non-cash assistance	(i) Method of valuation (book, FMV, appraisal, other)
		EAST ASIA AND THE PACIFIC	BUILDING BRIDGES FOR BETTER SPENDING IN SE ASIA	171,208	WIRE			
		EAST ASIA AND THE PACIFIC	BUILDING BRIDGES FOR BETTER SPENDING IN SE ASIA	99,585	WIRE			
		EAST ASIA AND THE PACIFIC	PERFORMANCE MANAGEMENT AMONG CHMI PROGRAMS	77,498	WIRE			
		EAST ASIA AND THE PACIFIC	BUILDING BRIDGES FOR BETTER SPENDING IN SE ASIA	65,000	WIRE			
		EAST ASIA AND THE PACIFIC	BUILDING BRIDGES FOR BETTER SPENDING IN SE ASIA	25,480	WIRE			
		EAST ASIA AND THE PACIFIC	BUILDING BRIDGES FOR BETTER SPENDING IN SE ASIA	14,377	WIRE			
		EAST ASIA AND THE PACIFIC	BUILDING BRIDGES FOR BETTER SPENDING IN SE ASIA	13,128	WIRE			
		SUB-SAHARAN AFRICA	TRANSPARENCY & ACCOUNTABILITY PROJECT	62,637	WIRE			
		SUB-SAHARAN AFRICA	TRANSPARENCY & ACCOUNTABILITY PROJECT	99,999	WIRE			
		SUB-SAHARAN AFRICA	TRANSPARENCY & ACCOUNTABILITY PROJECT	99,982	WIRE			
		SUB-SAHARAN AFRICA	TRANSPARENCY & ACCOUNTABILITY PROJECT	83,000	WIRE			
		SUB-SAHARAN AFRICA	TRANSPARENCY & ACCOUNTABILITY PROJECT	69,836	WIRE			
		SUB-SAHARAN AFRICA	TRANSPARENCY & ACCOUNTABILITY PROJECT	65,000	WIRE			
		SUB-SAHARAN AFRICA	TRANSPARENCY & ACCOUNTABILITY PROJECT	63,380	WIRE			
		SUB-SAHARAN AFRICA	TRANSPARENCY & ACCOUNTABILITY PROJECT	50,000	WIRE			
		SUB-SAHARAN AFRICA	TRANSPARENCY & ACCOUNTABILITY PROJECT	50,000	WIRE			
		SUB-SAHARAN AFRICA	TRANSPARENCY & ACCOUNTABILITY PROJECT	40,000	WIRE			
		SUB-SAHARAN AFRICA	TRANSPARENCY & ACCOUNTABILITY PROJECT	40,000	WIRE			
		SUB-SAHARAN AFRICA	TRANSPARENCY & ACCOUNTABILITY PROJECT	40,000	WIRE			
		SUB-SAHARAN AFRICA	TRANSPARENCY & ACCOUNTABILITY PROJECT	39,921	WIRE			
		SUB-SAHARAN AFRICA	TRANSPARENCY & ACCOUNTABILITY PROJECT	39,767	WIRE			
		SUB-SAHARAN AFRICA	TRANSPARENCY & ACCOUNTABILITY PROJECT	35,504	WIRE			
		SUB-SAHARAN AFRICA	TRANSPARENCY & ACCOUNTABILITY PROJECT	25,000	WIRE			
		SUB-SAHARAN AFRICA	TRANSPARENCY & ACCOUNTABILITY PROJECT	24,952	WIRE			
		SUB-SAHARAN AFRICA	TRANSPARENCY & ACCOUNTABILITY PROJECT	24,754	WIRE			
		SUB-SAHARAN AFRICA	TRANSPARENCY & ACCOUNTABILITY PROJECT	22,814	WIRE			
		SUB-SAHARAN AFRICA	TRANSPARENCY & ACCOUNTABILITY PROJECT	16,698	WIRE			
		SUB-SAHARAN AFRICA	TRANSPARENCY & ACCOUNTABILITY PROJECT	5,380	WIRE			

Schedule I (Form 990)

Department of the Treasury
Internal Revenue Service

Grants and Other Assistance to Organizations, Governments and Individuals in the United States

Complete if the organization answered "Yes," to Form 990, Part IV, line 21 or 22.
▶ Attach to Form 990

OMB No 1545-0047

2012

Open to Public Inspection

Name of the organization
RESULTS FOR DEVELOPMENT INSTITUTE INC

Employer identification number
20-8530747

Part I General Information on Grants and Assistance

1 Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? . . . . ☐ Yes ☑ No

2 Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States

Part II Grants and Other Assistance to Governments and Organizations in the United States. Complete if the organization answered "Yes" to Form 990, Part IV, line 21, for any recipient that received more than $5,000. Part II can be duplicated if additional space is needed.

(a) Name and address of organization or government	**(b)** EIN	**(c)** IRC Code section if applicable	**(d)** Amount of cash grant	**(e)** Amount of non-cash assistance	**(f)** Method of valuation (book, FMV, appraisal, other)	**(g)** Description of non-cash assistance	**(h)** Purpose of grant or assistance
(1) SAVE THE CHILDREN FEDERATION INC 54 WILSON ROAD WESTPORT, CT 06880	06-0726487	501(C)(3)	40,000				TRANSPARENCY & ACCOUNTABILITY PROJECT

2 Enter total number of section 501(c)(3) and government organizations listed in the line 1 table . . . . ▶ 1

3 Enter total number of other organizations listed in the line 1 table . . . . ▶ 0

Part III **Grants and Other Assistance to Individuals in the United States.** Complete if the organization answered "Yes" to Form 990, Part IV, line 22. Part III can be duplicated if additional space is needed.

(a) Type of grant or assistance	(b) Number of recipients	(c) Amount of cash grant	(d) Amount of non-cash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of non-cash assistance

Part IV **Supplemental Information.**

Complete this part to provide the information required in Part I, line 2, Part III, column (b), and any other additional information

Identifier	Return Reference	Explanation

Schedule J (Form 990)

Department of the Treasury
Internal Revenue Service

Compensation Information

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

▶ Complete if the organization answered "Yes" to Form 990, Part IV, question 23.

▶ Attach to Form 990. ▶ See separate instructions.

OMB No 1545-0047

2012

Open to Public Inspection

Name of the organization
RESULTS FOR DEVELOPMENT INSTITUTE INC

Employer identification number
20-8530747

Part I Questions Regarding Compensation

			Yes	No
1a	Check the appropiate box(es) if the organization provided any of the following to or for a person listed in Form 990, Part VII, Section A, line 1a Complete Part III to provide any relevant information regarding these items ☐ First-class or charter travel ☐ Housing allowance or residence for personal use ☐ Travel for companions ☐ Payments for business use of personal residence ☐ Tax idemnification and gross-up payments ☐ Health or social club dues or initiation fees ☐ Discretionary spending account ☐ Personal services (e g , maid, chauffeur, chef)			
b	If any of the boxes in line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain	**1b**		
2	Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all officers, directors, trustees, and the CEO/Executive Director, regarding the items checked in line 1a?	**2**		
3	Indicate which, if any, of the following the filing organization used to establish the compensation of the organization's CEO/Executive Director Check all that apply Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III ☐ Compensation committee ☐ Written employment contract ☑ Independent compensation consultant ☑ Compensation survey or study ☐ Form 990 of other organizations ☑ Approval by the board or compensation committee			
4	During the year, did any person listed in Form 990, Part VII, Section A, line 1a with respect to the filing organization or a related organization			
a	Receive a severance payment or change-of-control payment?	**4a**		No
b	Participate in, or receive payment from, a supplemental nonqualified retirement plan?	**4b**		No
c	Participate in, or receive payment from, an equity-based compensation arrangement? If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III	**4c**		No
	Only 501(c)(3) and 501(c)(4) organizations only must complete lines 5-9.			
5	For persons listed in Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of			
a	The organization?	**5a**		No
b	Any related organization? If "Yes," to line 5a or 5b, describe in Part III	**5b**		No
6	For persons listed in Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of			
a	The organization?	**6a**		No
b	Any related organization? If "Yes," to line 6a or 6b, describe in Part III	**6b**		No
7	For persons listed in Form 990, Part VII, Section A, line 1a, did the organization provide any non-fixed payments not described in lines 5 and 6? If "Yes," describe in Part III	**7**	Yes	
8	Were any amounts reported in Form 990, Part VII, paid or accured pursuant to a contract that was subject to the initial contract exception described in Regulations section 53 4958-4(a)(3)? If "Yes," describe in Part III	**8**		No
9	If "Yes" to line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53 4958-6(c)?	**9**		

Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees. Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported in Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii) Do not list any individuals that are not listed on Form 990, Part VII

Note. The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual

(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation reported as deferred in prior Form 990
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
(1)DAVID DE FERRANTI PRESIDENT/CEO	(i)	311,250	30,000	2,210	12,500	1,355	357,315	0
	(ii)	0	0	0	0	0	0	0
(2)SHIRLENE ARCHER CHIEF ADMINISTRATIVE OFFICER	(i)	132,500	9,125	100	7,086	7,790	156,601	0
	(ii)	0	0	0	0	0	0	0
(3)KANIKA BAHL PRINCIPAL/MANAGING DIRECTOR	(i)	262,500	13,800	162	12,500	1,368	290,330	0
	(ii)	0	0	0	0	0	0	0
(4)NICHOLAS BURNETT PRINCIPAL/MANAGING DIRECTOR	(i)	290,000	13,800	1,901	12,500	1,595	319,796	0
	(ii)	0	0	0	0	0	0	0
(5)ROBERT M HECHT PRINCIPAL/MANAGING DIRECTOR	(i)	290,000	13,800	1,238	12,500	1,595	319,133	0
	(ii)	0	0	0	0	0	0	0
(6)GINA M LAGOMARSINO PRINCIPAL/MANAGING DIRECTOR	(i)	275,000	13,800	243	12,500	1,473	303,016	0
	(ii)	0	0	0	0	0	0	0
(7)WILLIAM M MAKINEN PRINCIPAL/MANAGING DIRECTOR	(i)	240,625	13,800	1,687	12,500	11,392	280,004	0
	(ii)	0	0	0	0	0	0	0
(8)AMANDA FOLSOM PROGRAM OFFICER	(i)	136,200	6,760	93	7,153	6,269	156,475	0
	(ii)	0	0	0	0	0	0	0
(9)COURTNEY TOLMIE PROGRAM OFFICER	(i)	135,200	9,760	83	7,252	4,679	156,974	0
	(ii)	0	0	0	0	0	0	0

Part III **Supplemental Information**

Complete this part to provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II
Also complete this part for any additional information

Identifier	Return Reference	Explanation
	PART I, LINE 7	NICHOLAS BURNETT, PRINCIPAL/MANAGING DIRECTOR, KANIKA BAHL, PRINCIPAL/MANAGING DIRECTOR, ROBERT M HECHT, PRINCIPAL/MANAGING DIRECTOR, GINA M LAGORMARSINA, PRINCIPAL/MANAGING DIRECTOR, MARTIN MAKINEN, PRINCIPAL/MANAGING DIRECTOR, COURTNEY TOLMIE, PROGRAM OFFICER, ALL RECEIVED BONUSES WHICH WERE BASED ON REVIEW OF THEIR PERFORMANCES

Additional Data

Return to Form

Software ID:
Software Version:
EIN: 20-8530747
Name: RESULTS FOR DEVELOPMENT INSTITUTE INC

Form 990, Schedule J, Part II - Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

(A) Name		(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation reported in prior Form 990 or Form 990-EZ
		(i) Base Compensation	(ii) Bonus & incentive compensation	(iii) Other compensation				
DAVID DE FERRANTI	(i)	311,250	30,000	2,210	12,500	1,355	357,315	0
	(ii)	0	0	0	0	0	0	0
SHIRLENE ARCHER	(i)	132,500	9,125	100	7,086	7,790	156,601	0
	(ii)	0	0	0	0	0	0	0
KANIKA BAHL	(i)	262,500	13,800	162	12,500	1,368	290,330	0
	(ii)	0	0	0	0	0	0	0
NICHOLAS BURNETT	(i)	290,000	13,800	1,901	12,500	1,595	319,796	0
	(ii)	0	0	0	0	0	0	0
ROBERT M HECHT	(i)	290,000	13,800	1,238	12,500	1,595	319,133	0
	(ii)	0	0	0	0	0	0	0
GINA M LAGOMARSINO	(i)	275,000	13,800	243	12,500	1,473	303,016	0
	(ii)	0	0	0	0	0	0	0
WILLIAM M MAKINEN	(i)	240,625	13,800	1,687	12,500	11,392	280,004	0
	(ii)	0	0	0	0	0	0	0
AMANDA FOLSOM	(i)	136,200	6,760	93	7,153	6,269	156,475	0
	(ii)	0	0	0	0	0	0	0
COURTNEY TOLMIE	(i)	135,200	9,760	83	7,252	4,679	156,974	0
	(ii)	0	0	0	0	0	0	0

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SCHEDULE O
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on Form 990 or to provide any additional information.
▶ Attach to Form 990 or 990-EZ.

OMB No 1545-0047

2012

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Name of the organization
RESULTS FOR DEVELOPMENT INSTITUTE INC

Employer identification number
20-8530747

Identifier	Return Reference	Explanation
	FORM 990, PART VI, SECTION B, LINE 11	THE FEDERAL FORM 990 IS REVIEWED BY THE AUDIT COMMITTEE WITH THE TAX PREPARER AND THEN FORWARDED TO THE FULL BOARD OF DIRECTORS FOR FINAL REVIEW PRIOR TO FILING WITH THE INTERNAL REVENUE SERVICE
	FORM 990, PART VI, SECTION B, LINE 12C	THE BOARD OF DIRECTORS APPROVED A CONFLICT OF INTEREST POLICY AT THEIR OCTOBER 28, 2009 MEETING THE BOARD MEMBERS REVIEW THE CONFLICT OF INTEREST POLICY ANNUALLY TO ENSURE THE RESULTS FOR DEVELOPMENT INSTITUTE OPERATES IN A MANNER CONSISTENT WITH CHARITABLE PURPOSES AND DOES NOT ENGAGE IN ACTIVITIES THAT COULD JEOPARDIZE ITS TAX-EXEMPT STATUS, PERIODIC REVIEWS SHALL BE CONDUCTED THE PERIODIC REVIEWS SHALL, AT A MINIMUM, INCLUDE THE FOLLOWING SUBJECTS WHETHER COMPENSATION ARRANGEMENTS AND BENEFITS ARE REASONABLE, BASED ON COMPETENT SURVEY INFORMATION, AND THE RESULT OF ARM'S LENGTH BARGAINING, AND WHETHER PARTNERSHIPS, JOINT VENTURES, AND ARRANGEMENTS WITH MANAGEMENT ORGANIZATIONS CONFORM TO R4D'S WRITTEN POLICIES, ARE PROPERLY RECORDED, REFLECT REASONABLE INVESTMENT OR PAYMENTS FOR GOODS AND SERVICES, FURTHER CHARITABLE PURPOSES AND DO NOT RESULT IN INUREMENT, IMPERMISSIBLE PRIVATE BENEFIT OR IN AN EXCESS BENEFIT TRANSACTION IF THE GOVERNING BOARD OR COMMITTEE DETERMINES THE MEMBER HAS FAILED TO DISCLOSE AN ACTUAL OR POSSIBLE CONFLICT OF INTEREST, IT SHALL TAKE APPROPRIATE DISCIPLINARY AND CORRECTIVE ACTION
	FORM 990, PART VI, SECTION B, LINE 15	THE BOARD OF DIRECTORS REVIEWS AND APPROVES THE PRESIDENT'S COMPENSATION ON AN ANNUAL BASIS THE BOARD OF DIRECTORS COMMISSIONED A REPORT FROM AN INDEPENDENT CONSULTANT IN 2009 TO ENSURE THE APPROPRIATENESS OF THE COMPENSATION LEVELS OF THE MANAGING DIRECTORS AND THE PRESIDENT IN 2010 THE R4D MANAGEMENT UNDERTOOK A REVIEW OF AN INDEPENDENTLY PRODUCED COMPENSATION SURVEY OF OTHER NONPROFIT ORGANIZATIONS OF SIMILAR SIZE AND SCOPE TO R4D TO ENSURE THE APPROPRIATENESS OF THE COMPENSATION LEVELS OF ITS STAFF ANNUALLY R4D MANAGEMENT REVIEWS THE SALARY OF ITS STAFF AND COMPENSATION OF R4D MANAGING DIRECTORS AND ALL STAFF SALARIES ARE APPROVED BY THE PRESIDENT
	FORM 990, PART VI, SECTION C, LINE 19	R4D MAKES ITS GOVERNING DOCUMENTS AND CONFLICT OF INTEREST POLICY AVAILABLE TO THE PUBLIC UPON REQUEST
OTHER FEES	FORM 990, PART IX, LINE 11G	AGENCY TEMPORARIES PROGRAM SERVICE EXPENSES 108,686 MANAGEMENT AND GENERAL EXPENSES 924 FUNDRAISING EXPENSES 0 TOTAL EXPENSES 109,610 INTERN STIPENDS PROGRAM SERVICE EXPENSES 34,758 MANAGEMENT AND GENERAL EXPENSES 295 FUNDRAISING EXPENSES 0 TOTAL EXPENSES 35,053 CONSULTING PROGRAM SERVICE EXPENSES 2,706,527 MANAGEMENT AND GENERAL EXPENSES 23,000 FUNDRAISING EXPENSES 0 TOTAL EXPENSES 2,729,527
CHANGES IN NET ASSETS OR FUND BALANCES	FORM 990, PART XI, LINE 9	LOSS ON RETURN OF GRANT FUNDS -804,214 RECOVERY OF PRIOR YEAR GRANTS 250,000