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 private foundations)

▶ Do not enter Social Security numbers on this form as it may be made public By law, the IRS generally cannot redact the information on the form
▶ Information about Form 990 and its instructions is at www.IRS.gov/form990

OMB No 1545-0047

2013

Open to Public Inspection

A For the 2013 calendar year, or tax year beginning 01-01-2013 , 2013, and ending 12-31-2013

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 province, country, and ZIP or foreign postal code
WASHINGTON, DC 20005

D Employer identification number
20-8530747

E Telephone number
(202) 470-5711

G Gross receipts $ 11,682,342

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 subordinates? ☐ Yes ☑ No

H(b) Are all subordinates 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 2013 (Part V, line 2a)	5	89
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)	5,251,105	7,750,499
	9	Program service revenue (Part VIII, line 2g)	2,906,857	3,884,609
	10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	17,211	14,210
	11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	54,695	33,024
	12	Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	8,229,868	11,682,342
Expenses	13	Grants and similar amounts paid (Part IX, column (A), lines 1–3)	1,507,400	2,273,664
	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)	5,486,540	6,887,474
	16a	Professional fundraising fees (Part IX, column (A), line 11e)	0	0
	b	Total fundraising expenses (Part IX, column (D), line 25) ▶174,268		
	17	Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)	5,409,271	6,181,637
	18	Total expenses Add lines 13–17 (must equal Part IX, column (A), line 25)	12,403,211	15,342,775
	19	Revenue less expenses Subtract line 18 from line 12	-4,173,343	-3,660,433

			Beginning of Current Year	End of Year
Net Assets or Fund Balances	20	Total assets (Part X, line 16)	14,599,201	10,548,417
	21	Total liabilities (Part X, line 26)	2,380,709	2,043,167
	22	Net assets or fund balances Subtract line 21 from line 20	12,218,492	8,505,250

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

****** Signature of officer	2014-07-31 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		2014-07-30		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 or note to any line 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 $ 8,523,847 including grants of $ 1,135,551) (Revenue $ 3,884,609)

HEALTH - DURING 2013, 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 IN JUNE 2013, PEPFAR SIGNED A MODIFICATION TO THE ORIGINAL AGREEMENT WITH R4D (VIA ICF INTERNATIONAL) TO EXTEND R4D'S ROLE IN HELPING TO SHAPE THIS EVOLVING AIDS FINANCING LANDSCAPE IN ORDER TO ENSURE THAT EFFICIENT AND HIGH-IMPACT PREVENTION, TREATMENT, AND MITIGATION PROGRAMS ARE SUPPORTED IN THE COMING YEARS UNDER THE CONTRACT MODIFICATION, R4D WILL FURTHER DESIGN AND TEST COLLABORATIVE APPROACHES TO SHARED FINANCING IN SOUTH AFRICA AT THE NATIONAL AND PROVINCIAL LEVELS R4D WILL CONTINUE TO PROVIDE TECHNICAL SUPPORT IN NIGERIA AND WILL BRIEF U S GOVERNMENT OFFICIALS AND GLOBAL POLICY-MAKERS ON ITS CROSS-CUTTING ANALYSIS OF FAIR AND FEASIBLE WAYS TO SHARE THE FINANCIAL BURDEN OF FIGHTING AIDS R4D'S COUNTRY WORK IN SOUTH AFRICA AND NIGERIA CAN HELP PAVE THE WAY FOR SIMILAR WORK IN OTHER COUNTRIES HEAVILY AFFECTED BY AIDS BEYOND AIDS, R4D'S EFFORTS TO DEVELOP METRICS, TOOLS, AND PROCESSES TO INCREASE COUNTRY OWNERSHIP OF MAJOR HEALTH INITIATIVES AND REDUCE COUNTRY DEPENDENCE ON OUTSIDE DONORS MAY HAVE BROADER APPLICATIONS IN OTHER AREAS OF GLOBAL HEALTH, SUCH AS IMMUNIZATION, NUTRITION, AND FAMILY PLANNING 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 GAVI IS NOW CONSIDERING A REVISION TO THE CURRENT ALLOCATION METHOD TO ADDRESS COUNTRIES' NEEDS AND PERFORMANCE, SUCH AS IMMUNISATION COVERAGE, EQUITY, PUBLIC EXPENDITURES ON HEALTH, AND CASH ABSORPTIVE CAPACITY ADDITIONALLY, THE GAVI BOARD HAS REQUESTED THE SECRETARIAT TO CONSIDER THE CONTINUED PROVISION OF HSS CASH SUPPORT TO GRADUATING COUNTRIES ACCORDING TO GAVI'S CURRENT GRADUATING COUNTRY POLICY, COUNTRIES THAT ENTER THE GRADUATION PROCESS ARE NOT ELIGIBLE TO SUBMIT NEW APPLICATIONS OR RESUBMIT PREVIOUSLY REJECTED APPLICATIONS FOR ANY OF GAVI'S FUNDING WINDOWS, WHICH INCLUDE HSS SUPPORT THUS, A REVISED POLICY AND COUNTRY ALLOCATION APPROACH FOR HSS SUPPORT WILL NEED TO BE CONSIDERED THE SELECTED CONTRACTOR DEVELOPED THREE OPTIONS FOR REVISING GAVI'S COUNTRY ALLOCATION APPROACH FOR THE SECRETARIAT TO PRESENT TO THE PROGRAMME AND POLICY COMMITTEE (PPC) IN OCTOBER 2013 IN JUNE 2013, THE GAVI ALLIANCE BOARD REQUESTED THAT THE GAVI SECRETARIAT PRESENT A DETAILED STRATEGY ON INTRODUCTION OF IPV BY NOVEMBER 2013 AS PART OF THE MANY STRANDS OF WORK TO DEVELOP THIS DETAILED STRATEGY, GAVI'S EXISTING SCOPE, STRATEGIC GOALS, OPERATING PRINCIPLES AND POLICIES ALL NEED TO BE REVIEWED TO CONSIDER WHAT EXCEPTIONS WOULD BE NEEDED FOR GAVI SUPPORT TO IPV INTRODUCTION, THE RATIONALE FOR SUCH EXCEPTIONS, AS PART OF THE POLIO ENDGAME STRATEGY, AND THE RISKS INVOLVED WITH SUCH AN EXCEPTION IN TERMS OF PRECEDENT SETTING THE SELECTED CONTRACTOR WILL TAKE AS ITS STARTING POINT THE EARLY DRAFT OF THE PAPER "GAVI POLICY CONSIDERATIONS FOR SUPPORT TO IPV" PREPARED BY AURELIA NGUYEN IT WILL DEVELOP THE PAPER FURTHER BASED ON OTHER BACKGROUND MATERIALS AND INPUT AND CONSULTATIONS WITH DIFFERENT STAKEHOLDER GROUPS CONTRACTOR DELIVERED A SECTION FOR THE OCTOBER 2013 PPC PAPER AND AN ANNEX ON THE POLICY CONSIDERATIONS FOR GAVI SUPPORT TO IPV INTRODUCTION 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 A MONITORING AND EVALUATION PLAN WAS DEVELOPED AND IMPLEMENTED IN JANUARY 2013 IN MAY 2013, R4D PARTNERED WITH SAVE THE CHILDREN UK TO INCREASE THE USE OF EVIDENCE IN HEALTH FINANCING REFORMS IN THE PROMOTION OF UHC JLN MEMBERS PARTICIPATED IN DISCUSSIONS AT THE WORLD HEALTH ASSEMBLY ALSO IN MAY 2013 THE JLN ENGAGED PACT TO CONDUCT A STRATEGIC REVIEW OF NETWORK ENGAGEMENT AND GOVERNANCE SPECIFIC RECOMMENDATIONS WERE PRESENTED TO A GROUP OF JLN STAKEHOLDERS AT RF'S BELLAGIO MEETING CENTER IN MARCH 2013 THIS GROUP WILL BRAINSTORM NEXT STEPS THE JLN EXPANDING COVERAGE INITIATIVE ALSO SUPPORTED THE MINISTRIES OF HEALTH AND PLANNING IN INDONESIA IN ORGANIZING A HIGH LEVEL FORUM ON EXPANDING COVERAGE TO THE INFORMAL SECTOR, HELD IN YOGYAKARTA, INDONESIA ON SEPTEMBER 30-OCTOBER 2, 2013 THE JLN EC INITIATIVE WILL SUB-GRANT FUNDS TO THE HEALTH STRATEGY AND POLICY INSTITUTE (HSPI) IN VIETNAM TO FACILITATE KENYAS STUDY TOURS OF VIETNAM AND THAILAND TO DOCUMENT THE PRACTICAL POVERTY TARGETING TOOLS AND APPROACHES THAT STUDY TOUR COUNTRIES ARE USING TO IMPROVE HEALTH COVERAGE FOR THE POOR THE JLN EXPANDING COVERAGE INITIATIVE HOSTED A COLLABORATIVE MEETING IN NOVEMBER 2013 IN ACCRA, FOCUSED ON THE TOPIC OF PRIMARY HEALTH CARE ALSO IN NOVEMBER 2013, THE JLN HOSTED A WORKSHOP IN ACCRA, GHANA, FOLLOWING GHANA'S NHIA TEN-YEAR ANNIVERSARY COMMEMORATION THIS WORKSHOP SERVED AS THE LAUNCH OF THE JLN PRIMARY HEALTH CARE INITIATIVE IN 2013, R4D CONTINUED ITS ROLE OF FACILITATING THE EXPANDING COVERAGE AND PROVIDER PAYMENT TECHNICAL INITIATIVES OF THE JLN R4D IDENTIFIED SEVERAL CANDIDATE SOUTHERN INSTITUTIONS AND AIMS TO ENGAGE THESE INSTITUTIONS IN EC ACTIVITIES OVER THE NEXT YEAR TO ASSESS THEIR CAPABILITIES R4D WILL AWARD INITIAL GRANTS FOR EC WORK TO PROVIDE OPPORTUNITIES FOR COLLABORATION R4D IS SUPPORTING COUNTRIES BY COMPLETING POPULATION COVERAGE ACTIVITIES ALREADY UNDERWAY (SUPPORT TO INDONESIA FOR EXPANDING COVERAGE TO THE INFORMAL SECTOR, KENYA ON POVERTY TARGETING, AND GHANA ON MEASURING ACCESS TO HEALTH SERVICES BY POOR AND VULNERABLE POPULATIONS) AND HAS RECENTLY FORMED A TECHNICAL COLLABORATION TEAM FOR POPULATION COVERAGE ACTIVITIES TO DETERMINE COUNTRY PRIORITIES AND POTENTIAL AREAS FOR TAILORED COUNTRY SUPPORT AND CROSS TECHNICAL COLLABORATION IN THE NEXT PHASE 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 1,000 PROGRAMS OPERATING IN 105 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

4b (Code) (Expenses $ 2,657,082 including grants of $ 340,711) (Revenue $)

EDUCATION - R4D'S EDUCATION INITIATIVES CONCENTRATE ON EDUCATION FINANCING (SPECIFICALLY FOCUSING ON AID EFFECTIVENESS, EMERGING DONORS AND INNOVATIVE FINANCING), EARLY LEARNING, SECONDARY EDUCATION SKILLS DEVELOPMENT, AND INNOVATIVE NON-STATE EDUCATION INTERVENTIONS THIS AREA COMPLEMENTS OUR WORK IN HEALTH AND GOVERNANCE, AND CROSS-CUTTING THEMES INCLUDE THE RELATIONSHIPS AMONG EDUCATION, NUTRITION AND HEALTH, AND SUPPORTING CIVIL SOCIETY ORGANIZATIONS IN THEIR WORK TO INCREASE PUBLIC SECTOR ACCOUNTABILITY EVALUATING CITIZEN-LED ASSESSMENTS OF LEARNING AS GLOBAL EDUCATION EFFORTS MOVE AWAY FROM ACCESS AND TOWARD LEARNING AS THEIR KEY PRIORITY, THE ABILITY TO ASSESS LEARNED SKILLS LIKE BASIC LITERACY AND NUMERACY BECOMES MORE IMPORTANT MANY COUNTRIES PRODUCE DATA ON STUDENT LEARNING, MAINLY FROM NATIONAL IN-SCHOOL ASSESSMENTS GIVEN THE LARGE NUMBER OF OUT-OF-SCHOOL CHILDREN AND HIGH ABSENTEEISM RATES, SUCH LEARNING ASSESSMENTS HAVE BEEN CRITICIZED FOR NOT BEING REPRESENTATIVE OF A COUNTRY'S ENTIRE POPULATION OF CHILDREN COGNIZANT OF THIS CHALLENGE AND AS A PART OF ITS EFFORTS TO IMPROVE LEARNING OUTCOMES IN DEVELOPING COUNTRIES, THE WILLIAM AND FLORA HEWLETT FOUNDATION HAS SUPPORTED FOUR ORGANIZATIONS WORKING IN SIX COUNTRIES TO CONDUCT NATIONWIDE, CITIZEN-LED ASSESSMENTS OF BASIC READING AND MATH SKILLS THE PROJECTS MOBILIZE AND TRAIN LOCAL VOLUNTEERS TO ADMINISTER SIMPLE NUMERACY AND LITERACY ASSESSMENTS IN HOUSEHOLDS ACROSS THE COUNTRY THE MODEL WAS FIRST IMPLEMENTED IN INDIA IN 2005 (ASER), AND HAS SINCE BEEN ADAPTED AND IMPLEMENTED IN KENYA, UGANDA, AND TANZANIA STARTING IN 2010 (UWEZO) AND PILOTED IN MALI (BEEKUNGO) AND SENEGAL (JANGANDOO) BEGINNING IN 2012 INTEREST IN THE MODEL IS SPREADING TO OTHER COUNTRIES AS WELL TO HELP INFORM HOW THESE TYPES OF ASSESSMENTS MIGHT EVOLVE AND EXPAND OVER TIME, THE FOUNDATION SELECTED RESULTS FOR DEVELOPMENT INSTITUTE (R4D) TO EVALUATE ITS CLUSTER OF INVESTMENTS IN CITIZEN-LED ASSESSMENTS OVER A 19-MONTH PERIOD BEGINNING MAY 2013, R4D ANALYZED THE RELIABILITY AND VALIDITY OF THE ASSESSMENTS, EVALUATE THE ASSESSMENT IMPLEMENTATION PROCESS, AND EXPLORE THE EXTENT TO WHICH THE ASSESSMENT RESULTS HAVE INCREASED AWARENESS OF CHILDREN'S LEARNING OUTCOMES AND LED TO ACTIONS TO IMPROVE THEM ANALYTICAL TOOLS WILL INCLUDE KEY INFORMANT INTERVIEWS, FIELD VISITS, AND AN IN-DEPTH LITERATURE REVIEW UNDERSTANDING THAT AN ASSESSMENT IS ONLY AS USEFUL AS THE CHANGE IT CAN ENABLE, R4D SEES THIS EVALUATION AS AN IMPORTANT OPPORTUNITY TO INFORM FUTURE EFFORTS TO IMPROVE LEARNING OUTCOMES IN THE POST-2015 ERA THE EVALUATION WILL PROVIDE EVIDENCE TO HELP DETERMINE IF AND HOW CITIZEN-LED ASSESSMENTS SHOULD CONTRIBUTE TO NATIONAL EFFORTS TO IMPROVE LEARNING OUTCOMES, AND SHED LIGHT ON HOW WE CAN BEST LEARN ABOUT LEARNING REPORT TO THE GLOBAL PARTNERSHIP FOR EDUCATION (GPE) ON BUYING DOWN LOANS FOR EDUCATIONIN 2013, THE GPE COMMISSIONED R4D TO ASSESS THE FEASIBILITY OF LOAN BUY-DOWNS TO SUPPORT MEASURABLE REFORMS IN EDUCATION, WHILE ALSO RAISING FINANCING FOR THE SECTOR R4D'S REPORT ANALYZES THE LOAN BUY-DOWN MODEL AS IT HAS BEEN APPLIED TO DIFFERENT SECTORS, AND CONSIDERS KEY DESIGN ASPECTS TO APPLYING IT TO THE EDUCATION SECTOR, INCLUDING SELECTING SUITABLE COUNTRIES WITH LARGE UNMET NEEDS IN EDUCATION, THE TYPE OF TRIGGERS TO LINK BUY-DOWNS TO RESULTS, AND FURTHER OPERATIONAL ISSUES IT HIGHLIGHTS THE KEY QUESTIONS THAT REMAIN, SUCH AS THE LEVEL OF INTEREST FROM COUNTRIES, LENDERS, AND DONORS FOR A LOAN BUY-DOWN, THE POSSIBILITY OF RISKS INVOLVED, AND OTHER DISINCENTIVE EFFECTS THE STUDY CALLS FOR A PILOT WITH CONSULTATION TO ANSWER THESE QUESTIONS, WHICH GPE'S BOARD HAS APPROVED AND IS IN THE PROCESS OF COMMENCING A PARTICULAR FEATURE OF THE R4D RECOMMENDATIONS IS THE COMBINATION OF LOAN BUY-DOWNS WITH IMPROVED PERFORMANCE, THROUGH LINKING THE BUY-DOWN TRANCHES TO RESULTS PARTNERSHIP TO STRENGTHEN INNOVATION AND PRACTICE IN SECONDARY EDUCATION (PSIPSE) PARTNERSHIP TO STRENGTHEN INNOVATION AND PRACTICE IN SECONDARY EDUCATION THE AIM OF THE PARTNERSHIP TO STRENGTHEN INNOVATION AND PRACTICE IN SECONDARY EDUCATION (PSIPSE) IS TO ACCELERATE INNOVATION IN SECONDARY EDUCATION PROGRAMMING, RESEARCH, AND DEVELOPMENT IN SELECTED COUNTRIES IT IS LED BY A GROUP OF PRIVATE DONORS AND DONOR ADVISORS, INCLUDING CENTRAL SQUARE FOUNDATION, ELMA PHILANTHROPIES, HUMAN DIGNITY FOUNDATION, INTEL FOUNDATION, THE JOHN D AND CATHERINE T MACARTHUR FOUNDATION, MARSHALL FAMILY FOUNDATION, MASTERCARD FOUNDATION, AND AN ANONYMOUS DONOR THE DONOR COLLABORATIVE HAS ISSUED MULTIPLE RFPS TO SOLICIT PROJECTS THAT COULD HELP INFORM THE IMMINENT EXPANSION AND TRANSFORMATION OF SECONDARY EDUCATION MOST PSIPSE-FUNDED PROJECTS WORK WITH MARGINALIZED POPULATIONS SUCH AS GIRLS, AND STUDENTS IN RURAL AREAS, URBAN INFORMAL SETTLEMENTS, AND POST-CONFLICT AREAS THAT HAVE POOR ACCESS TO QUALITY SECONDARY EDUCATION AS LEARNING PARTNER, R4D WORKS WITH LOCAL LEARNING PARTNERS IN EACH OF THE THREE PSIPSE REGIONS TO 1) PROVIDE TECHNICAL ASSISTANCE TO PROJECTS, 2) IDENTIFY SIMILARITIES IN WORK BETWEEN PROJECTS TO FOSTER PEER-TO-PEER NETWORKING, AND 3) PROVIDE REGIONAL AND HIGH-LEVEL ANALYSIS AND SYNTHESIS OF THE GAPS, CHALLENGES, AND BEST PRACTICES OF THE PROJECTS IN ADDITION TO WORKING WITH PROJECTS, R4D PROVIDES THE DONOR COLLABORATIVE WITH RECOMMENDATIONS FOR FUNDING BASED ON EVALUATION AND ANALYSIS OF CURRENT PROJECTS' WORK IN 2013, R4D ORGANIZED ITS FIRST REGIONAL CONVENING IN JAIPUR, INDIA, TO BRING TOGETHER PSIPSE'S INDIA GRANTEES WITH A WIDER GROUP OF EDUCATION STAKEHOLDERS TO SHARE LESSONS IN INNOVATIVE SECONDARY EDUCATION, EXPLORE POSSIBLE SOLUTIONS FOR ADDRESSING CHALLENGES AND CONSTRAINTS IN THE STATES OF GUJARAT, MAHARASHTRA, AND RAJASTAN, AND IDENTIFY AREAS FOR COLLABORATION AMONG PSIPSE PROJECTS IN INDIA BASED ON THE RESPONSES TO THEIR RFPS, THE DONOR COLLABORATIVE IS FUNDING MORE THAN 20 PROJECTS THAT SUPPORT BETTER ACCESS, TEACHING, AND LEARNING OUTCOMES FOR STUDENTS AT THE SECONDARY LEVEL PROJECT DURATIONS ARE ONE TO THREE YEARS AND PROJECTS ARE LOCATED ACROSS EAST AFRICA (ENCOMPASSING THE DEMOCRATIC REPUBLIC OF THE CONGO, KENYA, RWANDA, TANZANIA, AND UGANDA), INDIA, AND NIGERIA THE DONOR COLLABORATIVE IS COMMITTED TO MONITORING THE FUNDED PROJECTS, DRAWING OUT AND SHARING IMPORTANT LEARNINGS FROM THE EFFORTS, AND USING THESE LEARNINGS TO INFORM FUTURE PROGRAMMING R4D'S ROLE IS TO SERVE AS A HIGH-LEVEL EVALUATOR AND A SYNTHESIZER OF LEARNINGS FROM THE PROJECTS THAT THE DONOR COLLABORATIVE IS SUPPORTING IN INDIA, NIGERIA, AND EAST AFRICA ONE OF THE DISTINCTIVE FEATURES OF OUR WORK IS A COLLABORATION WITH A LOCAL PARTNER OR INDIVIDUAL CONSULTANT IN EACH OF THE THREE REGIONS WHERE THE DONORS' GRANTEES ARE BASED R4D IS WORKING WITH THREE WELL-ESTABLISHED LOCAL PARTNERS TO SUPPORT GRANTEES' WORK 1 EAST AFRICA - CENTRE FOR SOCIAL SECTOR, EDUCATION, AND POLICY ANALYSIS (CSSEPA) CSSEPA IS A KENYAN PUBLIC INTEREST DEVELOPMENT ORGANIZATION SPECIALIZING IN CAPACITY DEVELOPMENT, PROJECT EVALUATIONS, POLICY REVIEWS, ACTION RESEARCH, MONITORING SERVICE, DELIVERY AND REFORMS 2 INDIA - CATALYST MANAGEMENT SERVICES (CMS) CMS IS A PROFESSIONAL SERVICE COMPANY WITH EXTENSIVE EXPERIENCE IN M&E, IMPACT ASSESSMENTS, AND DOCUMENTATION IN THE LIVELIHOODS, EDUCATION, AND HEALTH SECTOR 3 NIGERIA -THE EDUCATION PARTNERSHIP CENTRE (TEP CENTRE) TEP CENTRE IS AN EDUCATION PARTNERSHIP CONSULTANCY, SPECIALIZING IN RESEARCH, DESIGN, IMPLEMENTATION, SUPPORT AND EVALUATION OF EDUCATION PROGRAMS, PROJECTS AND INITIATIVES ACROSS THE PUBLIC, PRIVATE AND NON-PROFIT SECTORS LOCAL LEARNING PARTNERS PROVIDE ON-THE-GROUND TECHNICAL GUIDANCE (INCLUDING BUT NOT LIMITED TO MONITORING AND EVALUATION (M&E) SUPPORT), SYNTHESIZE LESSONS LEARNED AND HOST A REGIONAL CONVENING TO CONNECT GRANTEES AND OTHER STAKEHOLDERS ADDITIONALLY, PARTNERS HELPED SUPPORT THE DEVELOPMENT OF AN ONLINE COMMUNITY OF PRACTICE, HOSTED ON R4D'S CENTER FOR EDUCATION INNOVATIONS IN ADDITION TO OUR LOCAL PARTNERS, WE DREW ON THE SUPPORT OF A PANEL OF EXPERT ADVISORS IN 2013 AS A LEARNING PARTNER FOR PSIPSE, R4D WILL ORGANIZE THREE REGIONAL CONVENINGS IN ORDER TO BRING TOGETHER PSIPSE GRANTEES, DONORS, REGIONAL POLICYMAKERS, AND OTHER KEY STAKEHOLDERS THE PURPOSE OF THESE CONVENINGS IS TO SHARE INFORMATION, RESULTS, AND LESSONS IN INNOVATION IN SECONDARY EDUCATION IN EACH REGION, EXPLORE POSSIBLE SOLUTIONS FOR ADDRESSING CHALLENGES AND CONSTRAINTS IN SECONDARY EDUCATION BY REGION, AND IDENTIFY AREAS OF COLLABORATION AMONG PSIPSE PROJECTS AS WELL AS SUPPORT PEER-TO-PEER NETWORKING

4c (Code) (Expenses $ 2,146,302 including grants of $ 797,402) (Revenue $)

GOVERNANCE - IN 2013, R4D CONTINUED ITS WORK ON ITS GOVERNANCE PROJECTS - THE TRANSPARENCY AND ACCOUNTABILITY PROGRAM PHASE 3, THE STRENGTHENING INSTITUTIONS PROJECT AND 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 THIRD 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 2013, R4D GOVERNANCE CONTINUED 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 R4D CONTINUED WORK ON AN ONLINE PLATFORM FOR HIGHLIGHTING SOCIAL ACCOUNTABILITY WORK IN SOUTHEAST ASIA TO FURTHER SUPPORT THINK TANKS IN HEIGHTENING THEIR POLICY VOICE AND IMPACT, THE INTERNATIONAL DEVELOPMENT RESEARCH CENTRE (IDRC)'S THINK TANK INITIATIVE (TTI) HAS LAUNCHED THE POLICY ENGAGEMENT AND COMMUNICATIONS (PEC) PROGRAM THE PROGRAM AIMS TO STRENGTHEN THINK TANKS' POLICY ENGAGEMENT AND COMMUNICATIONS CAPACITY BY PROVIDING THINK TANKS WITH CUSTOMIZED CAPACITY DEVELOPMENT THROUGH ONGOING MENTORSHIP SUPPORT AND OPPORTUNITIES FOR PEER LEARNING THE FOUR KEY OBJECTIVES OF THE PROGRAM INVOLVE SUPPORTING THINK TANKS TO 1 DEVELOP A BETTER UNDERSTANDING OF POLICY PROCESSES IN SPECIFIC CONTEXTS2 ENGAGE IN KNOWLEDGE BROKERING TO ENSURE THEIR WORK IS BOTH CREDIBLE AND USEFUL TO THE INTENDED AUDIENCES, AND TO HELP BUILD COALITIONS AND RELATIONSHIPS WITH KEY NETWORKS3 CONTRIBUTE TO THE PUBLIC DEBATE TO IMPROVE HOW THEY CONNECT WITH AND INFLUENCE POLICY ACTORS4 SYNTHESIZE AND PACKAGE KNOWLEDGE AND EVIDENCE BY TRANSLATING RESEARCH RESULTS INTO RELEVANT AND DIGESTIBLE CONTENT FOR VARYING AUDIENCES R4D COORDINATED AND LEAD THE PEC PROGRAM IN ANGLOPHONE AFRICA (ETHIOPIA, GHANA, KENYA, NIGERIA, TANZANIA, AND UGANDA) IN COLLABORATION WITH R4D SENIOR FELLOW RAYMOND STRUYK, UNITED KINGDOM AND ZIMBABWE-BASED FIRM COMMSCONSULT, AND CONSULTANT DAVID OLSON THE TEAMS' ROLE WAS TO PROVIDE THE THINK TANKS WITH CUSTOMIZED SUPPORT THROUGH ONGOING PEER LEARNING, TRAINING AND MENTORSHIP THE INSTITUTIONS WILL ASSESS THEIR NEEDS AND DEVELOP A WORK PLAN WITH MENTORS WHO HAVE BEEN CHOSEN BASED ON COMPLIMENTARY LEVELS OF EXPERIENCE AND KNOWLEDGE THE THINK TANKS WILL ALSO EXCHANGE IDEAS, PRACTICES AND EXPERIENCES WITH THEIR PEERS TO FURTHER ADJUST AND IMPROVE THEIR PEC STRATEGIES AGAINST THEIR SPECIFIC CONTEXTS

(Code) (Expenses $ 1,494,643 including grants of $) (Revenue $)

MARKET DYNAMICS

4d Other program services (Describe in Schedule O)

(Expenses $ 1,494,643 including grants of $) (Revenue $)

4e **Total program service expenses ▶** 14,821,874

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 other assistance to or for any foreign organization? *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 other assistance to or for foreign individuals? *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 or other assistance to any domestic organization or government 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 or 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 25a*	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	Did the organization report any amount on Part X, line 5, 6, or 22 for receivables from or payables to any current or former officers, directors, trustees, key employees, highest compensated employees, or disqualified persons? *If so, 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 or note to any line in this Part V . . . . ☐

					Yes	No
1a	Enter the number reported in Box 3 of Form 1096 Enter -0- if not applicable	1a	94			
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	89			
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" to line 3b, 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	Yes	
b	If "Yes," enter the name of the foreign country ▶BE 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 or note to any line 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
▶PIA VALDIVIA 1100 15TH STREET NW NO 400
WASHINGTON, DC 20005 (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 or note to any line 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 (do not check more than one box, unless person is both an officer and a director/trustee): 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				330,581	0	12,750
(2) MARK W HINKLEY CHAIR	30	X		X				0	0	0
(3) OLIVIER LAFOURCADE VICE CHAIR	30	X		X				0	0	0
(4) OZGUR KARAOSMANOGLU 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 ANDERSON 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) JOZEF RITZEN DIRECTOR	30	X						0	0	0
(15) SHIRLENE ARCHER CHIEF ADMINISTRATIVE OFFICER	40 00			X				144,221	0	9,574
(16) GINA M LAGOMARSINO CHIEF OPERATING OFFICER/MANAGING DIR	40 00			X				299,947	0	12,750
(17) KANIKA BAHL PRINCIPAL/MANAGING DIRECTOR	40 00				X			314,466	0	12,750

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) NICHOLAS BURNETT PRINCIPAL/MANAGING DIRECTOR	40 00				X			301,221	0	12,750
(19) ROBERT M HECHT PRINCIPAL/MANAGING DIRECTOR	40 00				X			301,642	0	12,750
(20) WILLIAM M MAKINEN PRINCIPAL/MANAGING DIRECTOR	40 00				X			270,190	0	16,474
(21) MAME ANNAN-BROWN CHIEF COMMUNICATIONS OFFICER	40 00					X		138,195	0	4,146
(22) AMANDA FOLSOM PROGRAM OFFICER	40 00					X		147,891	0	9,699
(23) COURTNEY TOLMIE PROGRAM OFFICER	40 00					X		155,922	0	8,972
(24) CHRISHAN THURAISINGHAM SENIOR PROGRAM DIRECTOR	40 00					X		134,220	0	3,305

		(D)	(E)	(F)
1b	Sub-Total . . . . ▶			
c	Total from continuation sheets to Part VII, Section A . . . . ▶			
d	Total (add lines 1b and 1c) . . . . ▶	2,538,496	0	115,920

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 ▶11

			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
ATEN DESIGN 3507 RINGSBY COURT UNIT 111 DENVER CO 80216	WEBSITE MAINTENANCE	201,247
COMMSCONSULT LTD 4 BAR TERRACE PENRYN CORNWALLGREAT BRITAINUKTR10 9TA	THINK TANK ASSISTANCE	130,197
PAUL ISENMAN 4816 DRUMMOND AVENUE CHEVY CHASE MD 20815	PROJECT MANAGEMENT	113,900
NONWOVENS INNOVATION & RESEARCH INSTITUT CENTER FOR TECHNICAL TEXTILESLEEDSUKLS2 9JT	PROJECT ALGORITHMS	113,573
CATALYST MANAGEMENT SERVICES PVT LTD NO 19 1ST MAIN 1ST CROSS ASHWATHNBANGALOREIN	DATA COLLECTION AND ANALYSIS	109,401

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 ▶8

Part VIII Statement of Revenue

Check if Schedule O contains a response or note to any line in this Part VIII . . . . ☐

					(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514
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	1,411,652				
	f	All other contributions, gifts, grants, and similar amounts not included above	1f	6,338,847				
	g	Noncash contributions included in lines 1a-1f $						
	h	**Total.** Add lines 1a-1f ▶			7,750,499			
Program Service Revenue				Business Code				
	2a	CONTRACTS		900099	3,884,609	3,884,609		
	b							
	c							
	d							
	e							
	f	All other program service revenue						
	g	**Total.** Add lines 2a–2f ▶			3,884,609			
Other Revenue	3	Investment income (including dividends, interest, and other similar amounts) ▶			14,210			14,210
	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	14,460			14,460
	b	FOREIGN CURRENCY GAIN		900099	14,028			14,028
	c	OTHER INCOME		900099	4,536			4,536
	d	All other revenue						
	e	**Total.** Add lines 11a–11d ▶			33,024			
	12	**Total revenue.** See Instructions ▶			11,682,342	3,884,609	0	47,234

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 or note to any line 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	423,086	423,086		
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	1,850,578	1,850,578		
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	2,019,007	1,834,848	184,159	
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	4,070,772	3,932,599	59,656	78,517
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	152,026		152,026	
9 Other employee benefits	361,940	30	361,910	
10 Payroll taxes	283,729	5,075	278,654	
11 Fees for services (non-employees)				
a Management				
b Legal	15,871	10,014	5,217	640
c Accounting	90,384	2,015	88,369	
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)	3,320,085	2,896,411	398,284	25,390
12 Advertising and promotion				
13 Office expenses	274,111	121,268	152,327	516
14 Information technology	189,283	85,241	101,578	2,464
15 Royalties . .				
16 Occupancy	619,493	94,373	525,115	5
17 Travel	1,248,688	1,183,927	32,087	32,674
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	223,100	213,374	7,713	2,013
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	73,877	29,802	44,075	
23 Insurance	61,917		61,917	
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 MISCELLANEOUS	40,635	13,729	26,906	
b MEMBERSHIP & DUES	17,780	2,797	14,983	
c BOOKS & SUBSCRIPTIONS	6,413	403	4,624	1,386
d OVERHEAD ALLOCATION	0	2,122,304	-2,152,967	30,663
e All other expenses				
25 **Total functional expenses.** Add lines 1 through 24e	15,342,775	14,821,874	346,633	174,268
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 or note to any line in this Part X . . . . ☐

					(A) Beginning of year		(B) End of year
Assets	1	Cash–non-interest-bearing			230,440	1	729,542
	2	Savings and temporary cash investments			8,058,867	2	6,521,181
	3	Pledges and grants receivable, net			4,706,361	3	2,019,602
	4	Accounts receivable, net			1,079,745	4	932,346
	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			138,711	9	13,319
	10a	Land, buildings, and equipment cost or other basis Complete Part VI of Schedule D	10a	589,376			
	b	Less accumulated depreciation	10b	420,309	221,717	10c	169,067
	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)			14,599,201	16	10,548,417
Liabilities	17	Accounts payable and accrued expenses			637,297	17	1,214,601
	18	Grants payable			248,688	18	102,790
	19	Deferred revenue			1,262,981	19	494,399
	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			231,743	25	231,377
	26	**Total liabilities.** Add lines 17 through 25			2,380,709	26	2,043,167
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			735,636	27	1,220,432
	28	Temporarily restricted net assets			11,482,856	28	7,284,818
	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			12,218,492	33	8,505,250
	34	Total liabilities and net assets/fund balances			14,599,201	34	10,548,417

Part XI **Reconcilliation of Net Assets**

Check if Schedule O contains a response or note to any line in this Part XI . . . . ☑

1	Total revenue (must equal Part VIII, column (A), line 12)	1	11,682,342
2	Total expenses (must equal Part IX, column (A), line 25)	2	15,342,775
3	Revenue less expenses Subtract line 2 from line 1	3	-3,660,433
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	12,218,492
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	-52,809
10	Net assets or fund balances at end of year Combine lines 3 through 9 (must equal Part X, line 33, column (B))	10	8,505,250

Part XII **Financial Statements and Reporting**

Check if Schedule O contains a response or note to any line 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	Yes	
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	Yes	

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.
▶ Information about Schedule A (Form 990 or 990-EZ) and its instructions is at *www.irs.gov/form990*.

OMB No 1545-0047

2013

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?		**(v)** Did you notify the organization in col **(i)** of your support?		**(vi)** Is the organization in col **(i)** organized in the U S ?		**(vii)** Amount of monetary support
			Yes	**No**	**Yes**	**No**	**Yes**	**No**	
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) 2009	(b) 2010	(c) 2011	(d) 2012	(e) 2013	(f) Total
1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants ")	7,763,903	8,618,983	9,523,811	5,251,105	7,750,499	38,908,301
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	7,763,903	8,618,983	9,523,811	5,251,105	7,750,499	38,908,301
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)						26,784,955
6 **Public support.** Subtract line 5 from line 4						12,123,346

Section B. Total Support

Calendar year (or fiscal year beginning in) ▶	(a) 2009	(b) 2010	(c) 2011	(d) 2012	(e) 2013	(f) Total
7 Amounts from line 4	7,763,903	8,618,983	9,523,811	5,251,105	7,750,499	38,908,301
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources	110,693	50,401	17,938	41,976	28,670	249,678
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)	2,167	4,776	7,418	12,026	4,536	30,923
11 **Total support** (Add lines 7 through 10)						39,188,902

12 Gross receipts from related activities, etc (see instructions) | 12 | 12,035,665

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 2013 (line 6, column (f) divided by line 11, column (f)) | 14 | 30 940 %

15 Public support percentage for 2012 Schedule A, Part II, line 14 | 15 | 26 700 %

16a **33 1/3% support test—2013.** 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—2012.** 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—2013.** 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—2012.** 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) 2009	(b) 2010	(c) 2011	(d) 2012	(e) 2013	(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) 2009	(b) 2010	(c) 2011	(d) 2012	(e) 2013	(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 2013 (line 8, column (f) divided by line 13, column (f))	15	
16 Public support percentage from 2012 Schedule A, Part III, line 15	16	

Section D. Computation of Investment Income Percentage

17 Investment income percentage for **2013** (line 10c, column (f) divided by line 13, column (f))	17	
18 Investment income percentage from **2012** Schedule A, Part III, line 17	18	

19a **33 1/3% support tests—2013.** 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—2012.** 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. 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

I BACKGROUNDRESULTS 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 ANALYSISR4D 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 REQUIREMENTSR4D 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 30 94%, 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 B OTHER RELEVANT FACTORSIN 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 30 94%, R4D HAS A LESSER BURDEN IN PROVING ITS PUBLICLY SUPPORTED NATURE THROUGH THESE FACTORS C SOURCES OF SUPPORTR4D 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 BODYTHE 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 HE PREVIOUSLY 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 ARRIAGADA 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 JANO CABRERA (BOARD OF DIRECTORS) MR CABRERA IS THE WORLDWIDE EXECUTIVE VICE PRESIDENT FOR LEADING GLOBAL PUBLIC RELATIONS AND COMMUNICATIONS FIRM BURSON-MARSTELLER PRIOR TO JOINING BURSON-MARSTELLER, MR CABRERA OWNED AND OPERATED CARTHAGE GROUP COMMUNICATIONS, A STRATEGIC COMMUNICATIONS AND ISSUE ADVOCACY FIRM THERE, HE ADVISED THE BILL AND MELINDA GATES FOUNDATION ON THEIR GLOBAL DEVELOPMENT PROGRAM, MICROFINANCE PORTFOLIO AND AGRICULTURAL DEVELOPMENT PORTFOLIO HE ALSO HELPED NOBEL PRIZE WINNER MUHAMMAD YUNUS AND THE GRAMEEN BANK DRAW ATTENTION TO THEIR GROUNDBREAKING WORK ON MICROFINANCE IN ADDITION TO PHILANTHROPIC ORGANIZATIONS, MR CABRERA HAS ALSO WORKED FOR HIGH-PROFILE DOMESTIC POLITICAL CLIENTS AND ON FOREIGN ACCOUNTS IN LEBANON, JORDAN AND YEMEN ROBERTO DANINO (BOARD OF DIRECTORS) MR DANINO WAS PRIME MINISTER OF PERU IN 2001 AND 2002 DURING HIS TERM IN OFFICE, HE LED THE NEGOTIATION OF THE "ACUERDO NACIONAL' (NATIONAL AGREEMENT) WHICH BROUGHT THE LEADING POLITICAL PARTIES, CIVIL SOCIETY ORGANIZATIONS, AND THE GOVERNMENT TO AGREE ON A SET OF LONG-TERM POLICIES HE ALSO LAUNCHED AN AMBITIOUS PROGRAM FOR POVERTY ALLEVIATION AND PROMOTION OF ECONOMIC GROWTH, AND ESTABLISHED A NATIONAL COMPETITIVENESS PROGRAM EARLIER, AS AMBASSADOR TO THE UNITED STATES (2002-2003), HE WAS RESPONSIBLE INTER ALIA FOR CONCLUDING THE NEGOTIATION OF THE ANDEAN TRADE PREFERENCES AND DRUG ERADICATION ACT (ATPDEA) PREVIOUSLY HE WAS SENIOR VICE PRESIDENT AND GENERAL COUNSEL OF THE WORLD BANK HE WAS ALSO THE FOUNDING GENERAL COUNSEL OF THE INTER-AMERICAN INVESTMENT CORPORATION (IIC), THE PRIVATE SECTOR AFFILIATE OF THE INTER-AMERICAN DEVELOPMENT BANK

Return Reference	Explanation
SCHEDULE A, PART II, LINE 10, EXPLANATION OF OTHER INCOME	OTHER INCOME - 2009 AMOUNT $ 2,167 2010 AMOUNT $ 4,776 2011 AMOUNT $ 7,418 2012 AMOUNT $ 12,026 2013 AMOUNT $ 4,536
FORM 990, SCHEDULE A, PART II, LINE 17A	JULIO FRENK (BOARD OF DIRECTORS) SINCE JANUARY 2009, DR FRENK IS THE DEAN OF THE FACULTY AT THE HARVARD SCHOOL OF PUBLIC HEALTH AND T & G ANGELOPOULOS PROFESSOR OF PUBLIC HEALTH AND INTERNATIONAL DEVELOPMENT, A JOINT APPOINTMENT WITH THE HARVARD KENNEDY SCHOOL OF GOVERNMENT DR FRENK IS AN EMINENT AUTHORITY ON GLOBAL HEALTH WHO SERVED AS THE MINISTER OF HEALTH OF MEXICO FROM 2000 TO 2006 HE PURSUED AN AMBITIOUS AGENDA TO REFORM THE NATION'S HEALTH SYSTEM, WITH AN EMPHASIS ON REDRESSING SOCIAL INEQUALITY HE IS PERHAPS BEST KNOWN FOR HIS WORK IN INTRODUCING A PROGRAM OF COMPREHENSIVE NATIONAL HEALTH INSURANCE, KNOWN AS SEGURO POPULAR, WHICH EXPANDED ACCESS TO HEALTH CARE FOR TENS OF MILLIONS OF PREVIOUSLY UNINSURED MEXICANS DR FRENK WAS THE FOUNDING DIRECTOR-GENERAL OF THE NATIONAL INSTITUTE OF PUBLIC HEALTH IN MEXICO, ONE OF THE LEADING INSTITUTIONS OF HEALTH EDUCATION AND RESEARCH IN THE DEVELOPING WORLD IN 1998, DR FRENK JOINED THE WORLD HEALTH ORGANIZATION (WHO) AS EXECUTIVE DIRECTOR IN CHARGE OF EVIDENCE AND INFORMATION FOR POLICY, WHO'S FIRST-EVER UNIT EXPLICITLY CHARGED WITH DEVELOPING A SCIENTIFIC FOUNDATION FOR HEALTH POLICY TO ACHIEVE BETTER OUTCOMES MOST RECENTLY, HE SERVED AS A SENIOR FELLOW IN THE GLOBAL HEALTH PROGRAM OF THE BILL & MELINDA GATES FOUNDATION AND AS PRESIDENT OF THE CARSO HEALTH INSTITUTE IN MEXICO CITY HE IS CHAIR OF THE BOARD OF THE INSTITUTE FOR HEALTH METRICS AND EVALUATION AT THE UNIVERSITY OF WASHINGTON MARK W HINKLEY (CHAIR, BOARD OF DIRECTORS) MR HINKLEY SERVED AS EXECUTIVE VICE PRESIDENT OF ODYSSEYRE UNTIL HIS RETIREMENT IN 2007 PREVIOUSLY HE HAD MAJOR RESPONSIBILITIES WITH TRANSAMERICA (LATER TIG), SKANDIA AMERICA, TRENWICK AMERICA, AND GENERALRE, INCLUDING SENIOR MANAGEMENT ROLES IN CORPORATE MARKETING, COMMUNICATIONS, AND BUSINESS DEVELOPMENT, AND SPECIALIZING IN REINSURANCE PRODUCTS HE WAS DIRECTOR OF TREATY OPERATIONS FOR SKANDIA AMERICA AND DIRECTOR AND CO-FOUNDER OF TRENWICK GROUP, LIMITED HE CURRENTLY SERVES AS PRESIDENT OF THE BOARD OF MUSIC FOR PEOPLE, A NON-PROFIT MUSICAL TRAINING ORGANIZATION HE IS ALSO A MEMBER OF THE ADVISORY BOARD OF OUTWARD BOUND HE HAS ALSO BEEN CHAIRMAN OF THE FINANCE COMMITTEE, CLEARPOOL, INC (URBAN CHARTER SCHOOLS AND CAMP), AND PRESIDENT OF THE ANGUS ROBINSON JR MEMORIAL FOUNDATION (SCHOLARSHIPS) OZGUR KARAOSMANOGLU (BOARD OF DIRECTORS) MR KARAOSMANOGLU HAS MORE THAN 25 YEARS OF EXPERIENCE IN THE SECURITIES INDUSTRY, 20 OF WHICH HAVE BEEN WITH RAYMOND JAMES & ASSOCIATES PRIOR TO JOINING THE FIRM, HE WAS AN INVESTMENT EXECUTIVE WITH LEGG MASON AND ALSO WORKED WITH DEAN WITTER AS AN ACCOUNT EXECUTIVE AND OPERATIONS MANAGER IN 2006, MR KARAOSMANOGLU WAS NAMED "BROKER OF THE YEAR" BY REGISTERED REPMAGAZINE HE IS A FORMER CHAIRMAN OF THE TULANE ASSOCIATES BOARD, THE ALUMNI FUNDRAISING BOARD OF THE UNIVERSITY AND CURRENTLY SERVES ON THE TULANE BUSINESS SCHOOL COUNCIL HE IS INVOLVED WITH OTHER NONPROFITS INCLUDING HASNA, INC , WHERE HE IS A BOARD MEMBER, AND IS THE FINANCIAL ADVISOR FOR THE MARGARET MCNAMARA MEMORIAL FUND, WHICH IS PART OF THE WORLD BANK FAMILY NETWORK OLIVIER LAFOURCADE (BOARD OF DIRECTORS) MR LAFOURCADE SPENT 30 YEARS WITH THE WORLD BANK (1973-2002) WHERE HE HELD A NUMBER OF SENIOR MANAGERIAL POSITIONS IN OPERATIONS IN LATIN AMERICA, AFRICA AND SOUTH ASIA HIS LAST POSITION AT THE BANK WAS DIRECTOR FOR COLOMBIA, MEXICO AND VENEZUELA AFTER RELOCATING TO PARIS, FRANCE AT THE END OF 2002, MR LAFOURCADE IS NOW AN INTERNATIONAL CONSULTANT WORKING ON ECONOMIC DEVELOPMENT ISSUES, ON A VARIETY OF ASSIGNMENTS FOR INTERNATIONAL INSTITUTIONS (WORLD BANK, UNDP, UNEP, IFAD) AND OTHER DEVELOPMENT RELATED ORGANIZATIONS HE IS ALSO CURRENTLY CHAIRMAN OF THE BOARD OF I&P DEVELOPMENT, A PRIVATE SOCIAL CAPITAL FIRM INVOLVED IN THE FINANCING AND TECHNICAL SUPPORT OF SMALL AND MEDIUM SIZE ENTERPRISES IN AFRICA (PART OF THE INVESTISSEURS ET PARTENAIRES GROUP) HE LECTURES PERIODICALLY ON DEVELOPMENT ISSUES IN A NUMBER OF EUROPEAN ACADEMIC INSTITUTIONS, AND COLLABORATES WITH SELECTED PUBLIC, NON-GOVERNMENTAL AND PRIVATE INSTITUTIONS INVOLVED IN DEVELOPMENT MATTERS DZINGAI MUTUMBUKE (BOARD OF DIRECTORS) MR MUTUMBUKA CURRENTLY SERVES AS CHAIR OF THE ASSOCIATION FOR THE DEVELOPMENT OF EDUCATION IN AFRICA (ADEA), WHICH BRINGS TOGETHER ALL AFRICAN EDUCATION MINISTERS AND DONORS SUPPORTING EDUCATION IN AFRICA PREVIOUSLY, MR MUTUMBUKA HELD VARIOUS SENIOR MANAGEMENT POSITIONS IN THE EDUCATION SECTOR AT THE WORLD BANK FROM 1990-2007 PRIOR TO JOINING THE WORLD BANK, HE HELD MAJOR POLITICAL APPOINTMENTS IN ZIMBABWE, INCLUDING SUPERVISING THE IMPLEMENTATION OF POLICIES IN SIX MINISTRIES (EDUCATION, HEALTH, SOCIAL WELFARE, HOUSING, YOUTH AND SPORT, AND COMMUNITY DEVELOPMENT AND WOMEN'S AFFAIRS) HE SERVED AS MINISTER OF EDUCATION AND CULTURE FROM 1980 TO 1988 AND AS MINISTER OF HIGHER EDUCATION FROM 1988 TO 1989 HE HAS SERVED AS THE CHAIRMAN OF THE ZIMBABWE NATIONAL COMMISSION OF UNESCO SINCE ZIMBABWE JOINED UNESCO IN 1980 BEFORE ZIMBABWE'S INDEPENDENCE, MR MUTUMBUKA SERVED AS SECRETARY FOR EDUCATION AND CULTURE IN THE ZIMBABWE AFRICAN NATIONAL UNION PATRIOTIC FRONT (ZANU (PF)) FROM 1975 TO 1980 AND IN THAT CAPACITY WAS RESPONSIBLE FOR THE EDUCATION OF ALL ZIMBABWEANS IN REFUGEE CAMPS IN MOZAMBIQUE NGOZI OKONJO-IWEALA (BOARD OF DIRECTORS) NGOZI OKONJO-IWEALA IS NIGERIA'S MINISTER OF FINANCE AND COORDINATING MINISTER OF THE ECONOMY HER DISTINGUISHED CAREER INCLUDES MORE THAN TWENTY YEARS AS A DEVELOPMENT ECONOMIST AT THE WORLD BANK GROUP FROM 1978 TO 2003, INCLUDING FOUR YEARS AS MANAGING DIRECTOR IN 2003, SHE BECAME NIGERIA'S FIRST FEMALE FINANCE MINISTER AND IN 2006, ITS FIRST FEMALE FOREIGN MINISTER NGOZI SERVES AS A BOARD MEMBER OF THE ROCKEFELLER FOUNDATION, AFRICAN DEVELOPMENT BANK, THE WORLD BANK, AND THE INTERNATIONAL MONETARY AND FINANCE COMMITTEE SHE IS ALSO A MEMBER OR CHAIR OF NUMEROUS BOARDS AND ADVISORY GROUPS IN THE PUBLIC, PRIVATE AND NON-GOVERNMENTAL SECTORS, INCLUDING THE GLOBAL PARTNERSHIP FOR EFFECTIVE DEVELOPMENT COOPERATION, THE CLINTON GLOBAL INITIATIVE, THE NELSON MANDELA INSTITUTION, THE AFRICAN INSTITUTES OF SCIENCE AND TECHNOLOGY, FRIENDS OF THE GLOBAL FUND AFRICA, AND ONE JORGE QUIROGA (BOARD OF DIRECTORS) MR QUIROGA WAS PRESIDENT OF BOLIVIA 2001-2002, VICE-PRESIDENT AND PRESIDENT OF CONGRESS 1997-2001, MINISTER OF FINANCE 1992, VICE-MINISTER OF PUBLIC INVESTMENT AND COOPERATION 1990-92, AND HELD SEVERAL INTERNATIONAL CONSULTING ASSIGNMENTS IN THE PRIVATE SECTOR HE HAS WORKED AS A SYSTEMS ENGINEER WITH IBM IN TEXAS (1981-88), VICE-PRESIDENT OF BANCO MERCANTIL IN LA PAZ (1993-97), AND OTHERS CURRENTLY, HE IS THE PRESIDENT OF FUNDEMOS, A BOLIVIAN PUBLIC POLICY THINK TANK MR QUIROGA LEADS THE CONGRESSIONAL OPPOSITION IN HIS COUNTRY, SERVES ON SEVERAL INTERNATIONAL BOARDS AND ORGANIZATIONS AND PUBLISHES ANALYSES ON LATIN AMERICAN ECONOMIC AND POLITICAL ISSUES SANGITA REDDY (BOARD OF DIRECTORS) FOR OVER 20 YEARS, MS SANGITA REDDY HAS BEEN A PIONEER IN MULTIPLE SEGMENTS OF THE HEALTHCARE SECTOR MS REDDY IS EXECUTIVE DIRECTOR, OPERATIONS, APOLLO HOSPITALS GROUP, THE LARGEST HOSPITAL NETWORK IN ASIA WITH OVER 9000 BEDS ACROSS 44 LOCATIONS, AND OVER 18 MILLION PATIENTS FROM 55 COUNTRIES IN ADDITION, MS REDDY IS MANAGING DIRECTOR OF APOLLO HOSPITALS, HYDERABAD, ASIA'S FIRST HEALTH CITY TO INTRODUCE A MULTIDIMENSIONAL, HOLISTIC HEALTHCARE SYSTEM THAT IS SEEN AS A REVOLUTIONARY MODEL IN HEALTHCARE DELIVERY MS REDDY IS ALSO MANAGING DIRECTOR OF APOLLO HEALTH STREET UNDER HER STEWARDSHIP, APOLLO HAS BECOME A LEADING OFFSHORE SERVICES FIRM, PROVIDING CONSULTANCY TO SOME OF THE LARGEST US PAYERS AND PROVIDERS AS FOUNDING PRESIDENT OF APOLLO PHILANTHROPY, MS REDDY HAS ALSO CHAMPIONED A SERIES OF CHARITABLE INITIATIVES SAVE A CHILD'S HEART (SACH) TO HELP CHILDREN FROM ECONOMICALLY-UNDERPRIVILEGED SECTIONS OF SOCIETY MS REDDY ALSO LED THE LARGEST THIRD PARTY ADMINISTRATOR IN THE INDIAN MARKET THAT SERVICES OVER 7 MILLION MEMBERS THROUGH ITS NETWORK OF 27,000 HOSPITALS MS REDDY IS A MEMBER OF THE ROCKEFELLER WORKING GROUP AND WORKS WITH THE PRIVATE HEALTHCARE DEVELOPMENT COUNCIL MS REDDY IS ALSO DIRECTOR OF AHIL, PCR INVESTMENTS LIMITED, APOLLO JOZEF RITZEN (BOARD OF DIRECTORS) MR RITZEN IS FORMER PRESIDENT OF MAASTRICHT UNIVERSITY, WHERE HE ADVANCED THE INTERNATIONAL POSITION OF THE UNIVERSITY (ATTRACTING NOW 50% OF ITS STUDENTS FROM ABROAD) AND THE EDUCATION QUALITY (THROUGH PROBLEM BASED LEARNING) PRIOR TO MAASTRICHT UNIVERSITY, MR RITZEN HELD A NUMBER OF POSITIONS BETWEEN 1998-2003 AT THE WORLD BANK INCLUDING, VICE PRESIDENT OF THE WORLD BANK'S DEVELOPMENT ECONOMICS DEPARTMENT, AND VICE PRESIDENT OF THE BANK'S HUMAN DEVELOPMENT NETWORK, WHICH ADVISES THE INSTITUTION AND ITS CLIENT COUNTRIES ON INNOVATIVE APPROACHES TO IMPROVING HEALTH, EDUCATION AND SOCIAL PROTECTION
FORM 990, SCHEDULE A, PART II, LINE 17A	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 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 CENTER FOR EDUCATION INNOVATIONS THE CHALLENGE - ACCESS TO EDUCATION IN DEVELOPING COUNTRIES HAS IMPROVED DRASTICALLY OVER THE PAST DECADE MORE RECENTLY, DEVELOPMENT GOALS HAVE SHIFTED TO FOCUS ALSO ON THE QUALITY OF EDUCATION IN PURSUIT OF BOTH ACCESS AND QUALITY, THOUSANDS OF INNOVATIVE EDUCATION PROGRAMS HAVE EMERGED AIMING TO SERVE THE POOR THERE ARE HOWEVER, SIGNIFICANT GAPS IN OUR UNDERSTANDING OF THE BENEFITS OF SUCH PROGRAMS THIS GAP IS DUE IN PART TO THE LACK OF SYSTEMATIC AND EASY-TO-ACCESS INFORMATION ABOUT PROGRAMS AROUND THE WORLD-BOTH BIG AND SMALL PRACTICAL LESSONS ABOUT SUCCESSFUL AND UNSUCCESSFUL EXPERIENCES ARE EVEN HARDER TO FIND, AND AS A RESULT WE ARE LEFT WITH A WORLD FULL OF INNOVATIVE MODELS, BUT WITHOUT AN UNDERSTANDING OF HOW THEY ARE DISTRIBUTED, WHETHER THEY WORK, AND HOW THOSE THAT DO CAN BE IMPROVED, REPLICATED, AND SCALED UP TO SERVE MORE OF THE WORLD'S POOR OUR WORK - RESULTS FOR DEVELOPMENT INSTITUTE (R4D), WITH FUNDING FROM THE UK GOVERNMENT, LAUNCHED THE CENTER FOR EDUCATION INNOVATIONS (CEI) TO IDENTIFY, ANALYZE, AND CONNECT INNOVATIVE EDUCATION PROGRAMS IN DEVELOPING COUNTRIES CEI PURSUES THIS GOAL USING TWO MUTUALLY-REINFORCING MECHANISMS A PUBLIC WEBSITE AT WWW EDUCATIONINNOVATIONS ORG AND A NETWORK OF PARTNERS THAT DRIVE OFFLINE IN-COUNTRY ACTIVITIES TO THIS END, CEI EMPLOYS A THREE-PRONGED APPROACH 1) IDENTIFY CEI PROVIDES COMPREHENSIVE, UP-TO-DATE, AND SEARCHABLE INFORMATION ABOUT HUNDREDS OF INNOVATIVE PROGRAMS IN ITS PROGRAMS DATABASE 2) ANALYZE CEI NOT ONLY COMPILES EXISTING EVIDENCE IN ITS RESEARCH & EVIDENCE LIBRARY, BUT USES THE PROGRAMS DATABASE AS A STARTING POINT TO LEARN WHAT WORKS AND WHY 3) CONNECT CEI CONNECTS PEOPLE IMPLEMENTING, FUNDING, REGULATING AND STUDYING INNOVATIVE PROGRAMS TO TRANSLATE GOOD PRACTICES AND ENABLE IMPROVEMENT, REPLICATION, AND SCALE-UP THE CEI TEAM AT R4D IDENTIFIES AND CONNECTS PROGRAMS IN REGIONS NOT COVERED BY HUBS THROUGH DIRECT ENGAGEMENT WITH PROGRAM IMPLEMENTERS CEI IS MODELED AFTER THE CENTER FOR HEALTH MARKET INNOVATIONS (CHMI) A COMPANION R4D INITIATIVE THAT IS NOW THE WORLD'S LARGEST FREELY ACCESSIBLE INFORMATION RESOURCE OF INNOVATIONS IN THE NON-STATE HEALTH SECTOR 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)

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. ▶ Information about Schedule D (Form 990) and its instructions is at *www.irs.gov/form990*.

OMB No 1545-0047

2013

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

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	(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. Complete if the organization answered 'Yes' to Form 990, Part IV, line 11a. 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	34,601	0
d Equipment		199,275	103,298	95,977
e Other		355,500	282,410	73,090
Total. Add lines 1a through 1e *(Column (d) must equal Form 990, Part X, column (B), line 10(c).)* ▶				169,067

Part VII **Investments—Other Securities.** Complete if the organization answered 'Yes' to Form 990, Part IV, line 11b. 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.** Complete if the organization answered 'Yes' to Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(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.** Complete if the organization answered 'Yes' to Form 990, Part IV, line 11d 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.** Complete if the organization answered 'Yes' to Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

1 (a) Description of liability	(b) Book value
Federal income taxes	
DEFERRED RENT	231,377
Total. *(Column (b) must equal Form 990, Part X, col (B) line 25)* ▶	231,377

2. Liability for uncertain tax positions 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** Complete if the organization answered 'Yes' to Form 990, Part IV, line 12a.

1	Total revenue, gains, and other support per audited financial statements			**1**	11,629,533
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**	-52,809		
e	Add lines **2a** through **2d**			**2e**	-52,809
3	Subtract line **2e** from line **1**			**3**	11,682,342
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**	11,682,342

Part XII **Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.** Complete if the organization answered 'Yes' to Form 990, Part IV, line 12a.

1	Total expenses and losses per audited financial statements			**1**	15,342,775
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**			
e	Add lines **2a** through **2d**			**2e**	0
3	Subtract line **2e** from line **1**			**3**	15,342,775
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**	15,342,775

Part XIII **Supplemental Information**

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

Return Reference	Explanation
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, 2013, 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 -52,809

Part XIII Supplemental Information *(continued)*

Return Reference	Explanation

efile GRAPHIC print - DO NOT PROCESS | As Filed Data - | DLN: 93493212004224

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.
▶ Information about Schedule F (Form 990) and its instructions is at *www.irs.gov/form990*.

OMB No 1545-0047

2013

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 its grants and other 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 its grants and other assistance 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 - AUSTRALIA, BRUNEI, BURMA, CAMBODIA,	0	0	GRANTMAKING		674,017
	SUB-SAHARAN AFRICA - ANGOLA, BENIN, BOTSWANA, BURKINA, FASO,	0	0	GRANTMAKING		810,565
	SOUTH ASIA	0	0	GRANTMAKING		365,994
3a	Sub-total	0	0			1,850,576
b	Total from continuation sheets to Part I	0	0			0
c	**Totals** (add lines 3a and 3b)	0	0			1,850,576

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 . . . . . ▶

3 Enter total number of other organizations or entities . . . . ▶ 31

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 organization may 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, Information 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**

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).

ReturnReference	Explanation
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	58,222	WIRE			
		EAST ASIA AND THE PACIFIC	BUILDING BRIDGES FOR BETTER SPENDING IN SE ASIA	37,530	WIRE			
		EAST ASIA AND THE PACIFIC	BUILDING BRIDGES FOR BETTER SPENDING IN SE ASIA	32,387	WIRE			
		EAST ASIA AND THE PACIFIC	BUILDING BRIDGES FOR BETTER SPENDING IN SE ASIA	63,724	WIRE			

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	190,997	WIRE			
		EAST ASIA AND THE PACIFIC	BUILDING BRIDGES FOR BETTER SPENDING IN SE ASIA	10,000	WIRE			
		EAST ASIA AND THE PACIFIC	BUILDING BRIDGES FOR BETTER SPENDING IN SE ASIA	88,308	WIRE			
		EAST ASIA AND THE PACIFIC	PERFORMANCE MANAGEMENT AMONG CHMI PROGRAMS	192,849	WIRE			

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)
		SOUTH ASIA	CEI COUNTRY HUB	96,472	WIRE			
		SOUTH ASIA	CHMI ADVOCACY & ACTION	70,000	WIRE			
		SOUTH ASIA	CHMI EFFECTIVE INTERVENTIONS	67,523	WIRE			
		SOUTH ASIA	CHMI REGIONAL INNOVATION BROKER	88,000	WIRE			

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)
		SOUTH ASIA	CHMI REGIONAL INNOVATION BROKER	44,000	WIRE			
		SUB-SAHARAN AFRICA	CHMI REGIONAL INNOVATION BROKER	88,000	WIRE			
		SUB-SAHARAN AFRICA	TRANSPARENCY & ACCOUNTABILITY PROJECT	9,316	WIRE			
		SUB-SAHARAN AFRICA	CEI COUNTRY HUB	124,318	WIRE			

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)
		SUB-SAHARAN AFRICA	CEI COUNTRY HUB	119,922	WIRE			
		SUB-SAHARAN AFRICA	CHMI REGIONAL INNOVATION BROKER	88,000	WIRE			
		SUB-SAHARAN AFRICA	TRANSPARENCY & ACCOUNTABILITY PROJECT	10,000	WIRE			
		SUB-SAHARAN AFRICA	TRANSPARENCY & ACCOUNTABILITY PROJECT	9,902	WIRE			

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)
		SUB-SAHARAN AFRICA	TRANSPARENCY & ACCOUNTABILITY PROJECT	10,000	WIRE			
		SUB-SAHARAN AFRICA	TRANSPARENCY & ACCOUNTABILITY PROJECT	9,493	WIRE			
		SUB-SAHARAN AFRICA	TRANSPARENCY & ACCOUNTABILITY PROJECT	9,125	WIRE			
		SUB-SAHARAN AFRICA	TRANSPARENCY & ACCOUNTABILITY PROJECT	35,000	WIRE			

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)
		SUB-SAHARAN AFRICA	TRANSPARENCY & ACCOUNTABILITY PROJECT	48,887	WIRE			
		SUB-SAHARAN AFRICA	TRANSPARENCY & ACCOUNTABILITY PROJECT	67,083	WIRE			
		SUB-SAHARAN AFRICA	TRANSPARENCY & ACCOUNTABILITY PROJECT	106,634	WIRE			
		SUB-SAHARAN AFRICA	TRANSPARENCY & ACCOUNTABILITY PROJECT	9,981	WIRE			

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)
		SUB-SAHARAN AFRICA	TRANSPARENCY & ACCOUNTABILITY PROJECT	20,009	WIRE			
		SUB-SAHARAN AFRICA	TRANSPARENCY & ACCOUNTABILITY PROJECT	34,896	WIRE			
		SUB-SAHARAN AFRICA	TRANSPERENCY & ACCOUNTABILITY PROJECT	10,000	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
▶ Information about Schedule I (Form 990) and its instructions is at *www.irs.gov/form990*.

OMB No 1545-0047

2013

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) THE REGENTS OF UNIVERSITY OF CA SAN FRANCISCO 3333 CALIFORNIA STREET SUITE 315 SAN FRANCISCO,CA 94118	94-6036493	501(C)(3)	333,297				CHMI SOCIAL FRANCHISING
(2) TRUSTEES OF BOSTON UNIVERSITY 270 BAY STATE ROAD 501 BOSTON,MA 02215	04-2103547	501(C)(3)	20,575				CHMI DRUG QUALITY STUDY INDIA RETAIL PHARMACY MARKET
(3) ACCESS HEALTH INTERNATIONAL INC 3053 P STREET NW WASHINGTON,DC 20007	26-3709070	501(C)(3)	55,000				ESTABLISHING & MANAGING THE JOINT LEARNING FUND

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

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.** Provide the information required in Part I, line 2, Part III, column (b), and any other additional information.

Return Reference	**Explanation**
PART I, LINE 2	GRANT RECIPIENTS HAVE DELIVERABLES BASED ON AGREEMENTS WITH R4D ON THE SCOPE OF THE WORK

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, line 23.
▶ Attach to Form 990. ▶ See separate instructions.
▶ Information about Schedule J (Form 990) and its instructions is at *www.irs.gov/form990*.

OMB No 1545-0047

2013

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 directors, trustees, officers, including 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)	315,000	10,000	5,581	12,750	0	343,331	0
	(ii)	0	0	0	0	0	0	0
(2)SHIRLENE ARCHER CHIEF ADMINISTRATIVE OFFICER	(i)	139,999	4,200	22	7,086	2,488	153,795	0
	(ii)	0	0	0	0	0	0	0
(3)GINA M LAGOMARSINO CHIEF OPERATING OFFICER/MANAGING DIR	(i)	290,000	8,700	1,247	12,750	0	312,697	0
	(ii)	0	0	0	0	0	0	0
(4)KANIKA BAHL PRINCIPAL/MANAGING DIRECTOR	(i)	304,808	8,700	958	12,750	0	327,216	0
	(ii)	0	0	0	0	0	0	0
(5)NICHOLAS BURNETT PRINCIPAL/MANAGING DIRECTOR	(i)	290,000	8,700	2,521	12,750	0	313,971	0
	(ii)	0	0	0	0	0	0	0
(6)ROBERT M HECHT PRINCIPAL/MANAGING DIRECTOR	(i)	290,000	8,700	2,942	12,750	0	314,392	0
	(ii)	0	0	0	0	0	0	0
(7)WILLIAM M MAKINEN PRINCIPAL/MANAGING DIRECTOR	(i)	261,552	8,110	528	12,750	3,724	286,664	0
	(ii)	0	0	0	0	0	0	0
(8)AMANDA FOLSOM PROGRAM OFFICER	(i)	139,256	4,180	4,455	7,386	2,313	157,590	0
	(ii)	0	0	0	0	0	0	0
(9)COURTNEY TOLMIE PROGRAM OFFICER	(i)	150,000	4,500	1,422	7,659	1,313	164,894	0
	(ii)	0	0	0	0	0	0	0

Part III Supplemental Information

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

Return Reference	Explanation
PART I, LINE 7	DURING THE YEAR ENDED DECEMBER 31, 2013, THE BOARD OF DIRECTORS AWARDED BONUSES TO VARIOUS EMPLOYEES BASED ON REVIEW OF THEIR PERFORMANCES

Additional Data

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 PRESIDENT/CEO	(i) (ii)	315,000 0	10,000 0	5,581 0	12,750 0	0 0	343,331 0	0 0
SHIRLENE ARCHER CHIEF ADMINISTRATIVE OFFICER	(i) (ii)	139,999 0	4,200 0	22 0	7,086 0	2,488 0	153,795 0	0 0
GINA M LAGOMARSINO CHIEF OPERATING OFFICER/MANAGING DIR	(i) (ii)	290,000 0	8,700 0	1,247 0	12,750 0	0 0	312,697 0	0 0
KANIKA BAHL PRINCIPAL/MANAGING DIRECTOR	(i) (ii)	304,808 0	8,700 0	958 0	12,750 0	0 0	327,216 0	0 0
NICHOLAS BURNETT PRINCIPAL/MANAGING DIRECTOR	(i) (ii)	290,000 0	8,700 0	2,521 0	12,750 0	0 0	313,971 0	0 0
ROBERT M HECHT PRINCIPAL/MANAGING DIRECTOR	(i) (ii)	290,000 0	8,700 0	2,942 0	12,750 0	0 0	314,392 0	0 0
WILLIAM M MAKINEN PRINCIPAL/MANAGING DIRECTOR	(i) (ii)	261,552 0	8,110 0	528 0	12,750 0	3,724 0	286,664 0	0 0
AMANDA FOLSOM PROGRAM OFFICER	(i) (ii)	139,256 0	4,180 0	4,455 0	7,386 0	2,313 0	157,590 0	0 0
COURTNEY TOLMIE PROGRAM OFFICER	(i) (ii)	150,000 0	4,500 0	1,422 0	7,659 0	1,313 0	164,894 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.
▶ Information about Schedule O (Form 990 or 990-EZ) and its instructions is at www.irs.gov/form990.

OMB No 1545-0047

2013

Open to Public Inspection

Name of the organization	Employer identification number
RESULTS FOR DEVELOPMENT INSTITUTE INC	20-8530747

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

Return Reference	Explanation
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

Return Reference	Explanation
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

Return Reference	Explanation
FORM 990, PART VI, SECTION C, LINE 19	R4D MAKES ITS GOVERNING DOCUMENTS AND CONFLICT OF INTEREST POLICY AVAILABLE TO THE PUBLIC UPON REQUEST

Return Reference	Explanation
FORM 990, PART IX, LINE 11G	CONSULTING PROGRAM SERVICE EXPENSES 2,896,411 MANAGEMENT AND GENERAL EXPENSES 398,284 FUNDRAISING EXPENSES 25,390 TOTAL EXPENSES 3,320,085

Return Reference	Explanation
FORM 990, PART XI, LINE 9	LOSS ON RETURN OF GRANT FUNDS -52,809

Return Reference	Explanation
FORM 990, PART III, LINE 4A CONTINUED	IN 2013, R4D CONTINUED 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 R4D CONTINUED TO ASSIST 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 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

Return Reference	Explanation	
	FORM 990, PART III, LINE 4B CONTINUED	THE FIRST PSIPSE CONVENING WAS CO-HOSTED BY R4D AND CMS IN JAIPUR, INDIA ON INDIA IN NOVEM BER 2013 THE SECOND PSIPSE CONVENING WILL BE CO-HOSTED BY R4D AND CSSEPA IN TAKE PLACE IN NAIROBI, KENYA IN MARCH 2014 PSIPSE DONORS, 2012 AND 2013 PSIPSE PROJECTS, AND OTHER INN OVATORS, RESEARCHERS, AND GOVERNMENT OFFICIALS ATTENDED BOTH EVENTS CENTER FOR EDUCATION INNOVATIONS (CEI) LAUNCHED IN 2013, RESULTS FOR DEVELOPMENT INSTITUTE (R4D), WITH FUNDING FROM THE UK GOVERNMENT, LAUNCHED THE CENTER FOR EDUCATION INNOVATIONS (CEI) TO IDENTIFY, A NALYZE, AND CONNECT INNOVATIVE EDUCATION PROGRAMS IN DEVELOPING COUNTRIES CEI PURSUES THI S GOAL USING TWO MUTUALLY-REINFORCING MECHANISMS A PUBLIC WEBSITE AT WWW EDUCATIONINNOVAT IONS ORG AND A NETWORK OF PARTNERS THAT DRIVE OFFLINE IN-COUNTRY ACTIVITIES THE CORE OF C EI IS A DIGITAL PLATFORM (WWW EDUCATIONINNOVATIONS ORG) WHERE ALL THREE OF THE ABOVE APPRO ACHES ARE ROOTED HOWEVER, TO EFFECTIVELY PROMOTE THE IMPROVEMENT, REPLICATION, AND GROWTH OF PROMISING INNOVATIONS, OFFLINE ACTIVITIES THAT COMPLEMENT THE ONLINE PLATFORM ARE DRIV EN BY A GROWING NETWORK OF PARTNERS IN EAST AFRICA, INDIA, NIGERIA, PAKISTAN AND SOUTH AFR ICA THE CEI TEAM AT R4D IDENTIFIES AND CONNECTS PROGRAMS IN REGIONS NOT COVERED BY REGION AL THROUGH DIRECT ENGAGEMENT WITH PROGRAM IMPLEMENTERS TO THIS END, CEI EMPLOYS A THREE-P RONGED APPROACH 1 IDENTIFY CEI PROVIDES COMPREHENSIVE, UP-TO-DATE, AND SEARCHABLE INFOR MATION ABOUT HUNDREDS OF INNOVATIVE PROGRAMS IN ITS PROGRAMS DATABASE 2 ANALYZE CEI NOT ONLY COMPILES EXISTING EVIDENCE IN ITS RESEARCH & EVIDENCE LIBRARY, BUT USES THE PROGRAMS DATABASE AS A STARTING POINT TO LEARN WHAT WORKS AND WHY 3 CONNECT CEI CONNECTS PEOPLE IMPLEMENTING, FUNDING, REGULATING AND STUDYING INNOVATIVE PROGRAMS TO TRANSLATE GOOD PRAC TICES AND ENABLE IMPROVEMENT, REPLICATION, AND SCALE-UP THE CORE OF CEI IS A DIGITAL PLAT FORM WHERE ALL THREE OF THE ABOVE APPROACHES ARE ROOTED HOWEVER, TO EFFECTIVELY PROMOTE T HE SCALE-UP AND ADAPTATION OF PROMISING INNOVATIONS, OFFLINE ACTIVITIES THAT COMPLEMENT TH E ONLINE PLATFORM ARE DRIVEN BY A GROWING NETWORK OF PARTNERS INCLUDING 1 CEI EAST AFRIC A GEMS EDUCATION SOLUTIONS, NAIROBI (KENYA AND UGANDA) 2 CEI INDIA CATALYST MANAGEMENT SE RVICES, BANGALORE 3 CEI NIGERIA THE EDUCATION POLICY CENTRE, LAGOS 4 CEI PAKISTAN DEVELO PMENT ALTERNATIVES INCORPORATED (DAI), LAHORE 5 CEI SOUTH AFRICA - BERTHA CENTRE FOR SOCI AL INNOVATION AND ENTREPRENEURSHIP, GRADUATE SCHOOL OF BUSINESS, UNIVERSITY OF CAPE TOWN T HE CEI TEAM AT R4D IDENTIFIES AND CONNECTS PROGRAMS IN REGIONS NOT COVERED BY HUBS THROUGH DIRECT ENGAGEMENT WITH PROGRAM IMPLEMENTERS CEI IS MODELED AFTER THE CENTER FOR HEALTH M ARKET INNOVATIONS (CHMI) A COMPANION R4D INITIATIVE THAT IS NOW THE WORLD'S LARGEST FREELY ACCESSIBLE INFORMATION RESOURCE OF INNOVATIONS IN THE NON-STATE HEALTH SECTOR WITHIN SIX MONTHS OF LAUNCHING IN MID-2013, THE CEI WEBSITE HAD OVER 25,000 UNIQUE VISITORS FROM OVE R 140 COUNTRIES WITH 400 PROGRAMS IN OVER 50 COUNTRIES INCREASING THE IMPACT OF INVESTMEN TS IN CHILDREN CIFF ASKED RESULTS FOR DEVELOPMENT INSTITUTE TO DEVELOP FRAMEWORKS FOR COST ING, COST-EFFECTIVENESS ANALYSIS, AND FINANCIAL SUSTAINABILITY THAT THE FOUNDATION CAN USE CONSISTENTLY ACROSS FIVE CIFF PRIORITY AREAS NEONATAL MORTALITY, EARLY CHILDHOOD EDUCATI ON, SEVERE AND ACUTE MALNUTRITION, PREVENTION OF MOTHER-TO-CHILD TRANSMISSION OF HIV AND D E-WORMING 1 THROUGH THE IDENTIFICATION OF RELEVANT COSTS, COST EFFECTIVENESS AND FINANCI NG METHODS, DATA SOURCES AND BENCHMARKS, THESE FRAMEWORKS WILL INFORM BOTH THE TYPES OF IN VESTMENTS THAT CIFF MAKES IN EACH OF THESE DOMAINS AS WELL AS THE WAY IN WHICH IT EVALUATE S ITS INVESTMENTS THE SUCCESSFUL APPLICATION OF THESE FRAMEWORKS WILL FACILITATE THE ACHI EVEMENT OF HIGH-PERFORMING, SUSTAINABLE PROGRAMS THAT OPERATE AT SCALE 2 PREPARE DRAFT F RAMEWORKS FOR EACH OF THE PRIORITY AREAS, THROUGH SYSTEMATIC LITERATURE REVIEW, INTERVIEWS WITH EXPERTS, DEVELOPMENT OF ANALYTICAL TOOLS, ETC 3 CONDUCT A WORKSHOP FOR CIFF STAFF TO PRESENT DRAFT FINDINGS AND REVIEW WAYS TO OPERATIONALIZE THEM 4 WORK WITH CIFF TO APP LY COSTING, COST-EFFECTIVENESS, AND SUSTAINABILITY APPROACHES TO SELECTED INVESTMENT PROPO SALS 5 IN ADDITION, WE ALSO FOCUSED SPECIFICALLY ON MODELS THAT SKILL YOUTH FOR THE DIGI TAL ECONOMY AND EXPLORED PROMISING PROGRAMS THAT ARE TRAINING YOUTH FOR EMPLOYMENT IN THIS SECTOR INNOVATIVE SECONDARY EDUCATION FOR SKILLS ENHANCEMENT (ISESE) THROUGH THE INNOVAT IVE SECONDARY EDUCATION FOR SKILLS ENHANCEMENT (ISESE) PROJECT, SUPPORTED BY THE ROCKEFELL ER FOUNDATION, RESULTS FOR DEVELOPMENT (R4D) IDENTIFIED THE SKILLS REQUIRED FOR WORK IN TH E 21ST CENTURY ECONOMIES OF AFRICA AND ASIA, AND EXPLORED INNOVATIVE MODELS OF DELIVERING THESE SKILLS TO YOUTH OF SECONDARY SCHOOL AGE THE PROJECT RAN FROM DECEMBER 2011 TO DECEM BER 2013 RESEARCH WAS CONDUCTED IN PARTNERSHIP WITH FIVE REGIONAL RESEARCH ORGANIZATIONS, AND A COMPETITION WAS HELD THROUGH ASHOKA CHANGEM

Return Reference	Explanation	
	FORM 990, PART III, LINE 4B CONTINUED	AKERS TO SURFACE NEW OR UNKNOWN INNOVATIVE SKILLS MODELS REGIONAL DIALOGUE R4D AND PARTN ER NUEPA HELD THE ISESE ASIA REGIONAL SKILLS SYMPOSIUM IN NEW DELHI, INDIA ON JANUARY 9-10 , 2013 DURING THIS SYMPOSIUM, A MIX OF POLICYMAKERS, RESEARCHERS, EMPLOYERS AND PROGRAM I MPLEMENTERS FROM SOUTH AND SOUTHEAST ASIA DISCUSSED POLICIES AND APPROACHES THAT STRENGTHE N THE QUALITY AND RELEVANCE OF THE SKILLS DELIVERED AT THE SECONDARY LEVEL KEY THEMES AND LESSONS IDENTIFIED DURING THE COURSE OF THE SYMPOSIUM, AS WELL AS PRIORITY AREAS FOR ACTI ON IDENTIFIED BY REGION-SPECIFIC DISCUSSION GROUPS, CAN BE FOUND IN THE SYMPOSIUM'S MEETIN G SUMMARY AT A MEETING IN NAIROBI IN AUGUST 2013, R4D ONCE AGAIN BROUGHT TOGETHER POLICYM AKERS, INNOVATORS, AND RESEARCHERS TO IDENTIFY IMPORTANT LESSONS FOR HOW TO EFFECTIVELY ST RUCTURE AND SUPPORT SUCCESSFUL AND SUSTAINABLE SKILLS DELIVERY MODELS IN AFRICA DETAILED ANALYSIS AND DISSEMINATION THE SECOND PHASE OF THE ISESE PROJECT IDENTIFIED EXACTLY HOW I NNOVATIVE MODELS ADDRESS THE CRITICAL SKILLS GAP IDENTIFIED IN OUR BACKGROUND REASEARCH, A ND HOW THEY COULD BE POTENTIALLY SCALED UP OR REPLICATED TO INCREASE WORKFORCE READINESS WITH THIS IN MIND, WE SELECTED SIX SUCCESSFUL MODELS-FOUR FROM ASIA AND TWO FROM AFRICA-AN D CONDUCTED A DEEP-DIVE STUDY ON EACH, LOOKING AT FACTORS SUCH AS PROGRAM DESIGN AND GOALS , CONTEXT, COST, SUSTAINABILITY, AND IMPACT R4D ALSO CONDUCTED A RELATED STUDY OF INNOVAT IVE SKILLS DELIVERY MODELS FOCUSED SPECIFICALLY ON THE DIGITAL ECONOMY EXPLORING ECONOMIC COSTS OF OUT OF SCHOOL CHILDREN IN 2013, R4D REVIEWED THE BENEFITS OF PRIMARY EDUCATION A ND ESTIMATED THE ECONOMIC COST ASSOCIATED WITH LARGE POPULATIONS OF OUT-OF-SCHOOL CHILDREN IN A BACKGROUND STUDY FOR EDUCATE A CHILD'S (EAC) HIGH LEVEL STRATEGIC MEETING TO ACCELER ATE EFFORTS TO REACH OUT-OF-SCHOOL CHILDREN (OOSC) FUNDED BY THE QATAR FOUNDATION A SECON D PAPER FURTHER DEVELOPED THE ESTIMATION METHODOLOGY AND EXPANDED THE ESTIMATION EXERCISE TO A SET OF 20 LOW-AND MIDDLE-INCOME COUNTRIES R4D IS CURRENTLY WORKING ON TWO ADDITIONAL STUDIES, ONE THAT EXPANDS THIS REVIEW TO INCLUDE A BROADER SET OF SOCIO-ECONOMIC INDICATO RS FOR MEASURING THE COST OF OOSC, AND A SECOND THAT REVIEWS INNOVATIVE FINANCING MECHANIS MS FOR EXPANDING EDUCATION ACCESS AND RETENTION FOR OOSC IN FOUR FOCUS COUNTRIES EVALUATI ON OF EXTENDING ACCESS TO QUALITY EDUCATION FOR THE UNDERSERVED PROJECT IN 2013, R4D PERFO RMED AN EXTERNAL EVALUATION OF THE EXPANDING QUALITY EDUCATION TO THE UNDERSERVED PROJECT, INCLUDING A REVIEW OF TWO LOW COST PRIVATE SCHOOL CHAINS (OMEGA SCHOOLS IN GHANA AND BEAU TIFUL TREE TRUST SCHOOLS IN INDIA) FUNDED BY THE UBS OPTIMUS FOUNDATION THE GOALS OF THE EVALUATION WERE TO REVIEW PROJECT PROGRESS TO DATE, IDENTIFY STRENGTHS AND WEAKNESSES OF T HE TWO CHAINS, MAKE RECOMMENDATIONS TO BUILD ON STRENGTHS AND MINIMIZE WEAKNESSES, AND MAK E RECOMMENDATIONS FOR HOW FUTURE UBSOF FUNDING WOULD BE BEST DEPLOYED TO IMPROVE THE QUALI TY OF EDUCATION PROVIDED AND INCREASE THE CHAINS' ABILITY TO REACH THE POOREST

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	FORM 990, SCHEDULE A, PART II, LINE 17A	JULIO FRENK (BOARD OF DIRECTORS) SINCE JANUARY 2009, DR FRENK IS THE DEAN OF THE FACULTY AT THE HARVARD SCHOOL OF PUBLIC HEALTH AND T & G ANGELOPOULOS PROFESSOR OF PUBLIC HEALTH AND INTERNATIONAL DEVELOPMENT, A JOINT APPOINTMENT WITH THE HARVARD KENNEDY SCHOOL OF GOVE RNMENT DR FRENK IS AN EMINENT AUTHORITY ON GLOBAL HEALTH WHO SERVED AS THE MINISTER OF H EALTH OF MEXICO FROM 2000 TO 2006 HE PURSUED AN AMBITIOUS AGENDA TO REFORM THE NATION'S H EALTH SYSTEM, WITH AN EMPHASIS ON REDRESSING SOCIAL INEQUALITY HE IS PERHAPS BEST KNOWN F OR HIS WORK IN INTRODUCING A PROGRAM OF COMPREHENSIVE NATIONAL HEALTH INSURANCE, KNOWN AS SEGURO POPULAR, WHICH EXPANDED ACCESS TO HEALTH CARE FOR TENS OF MILLIONS OF PREVIOUSLY UN INSURED MEXICANS DR FRENK WAS THE FOUNDING DIRECTOR-GENERAL OF THE NATIONAL INSTITUTE OF PUBLIC HEALTH IN MEXICO, ONE OF THE LEADING INSTITUTIONS OF HEALTH EDUCATION AND RESEARCH IN THE DEVELOPING WORLD IN 1998, DR FRENK JOINED THE WORLD HEALTH ORGANIZATION (WHO) AS EXECUTIVE DIRECTOR IN CHARGE OF EVIDENCE AND INFORMATION FOR POLICY, WHO'S FIRST-EVER UNI T EXPLICITLY CHARGED WITH DEVELOPING A SCIENTIFIC FOUNDATION FOR HEALTH POLICY TO ACHIEVE BETTER OUTCOMES MOST RECENTLY, HE SERVED AS A SENIOR FELLOW IN THE GLOBAL HEALTH PROGRAM OF THE BILL & MELINDA GATES FOUNDATION AND AS PRESIDENT OF THE CARSO HEALTH INSTITUTE IN M EXICO CITY HE IS CHAIR OF THE BOARD OF THE INSTITUTE FOR HEALTH METRICS AND EVALUATION AT THE UNIVERSITY OF WASHINGTON MARK W HINKLEY (CHAIR, BOARD OF DIRECTORS) MR HINKLEY SE RVED AS EXECUTIVE VICE PRESIDENT OF ODYSSEYRE UNTIL HIS RETIREMENT IN 2007 PREVIOUSLY HE HAD MAJOR RESPONSIBILITIES WITH TRANSAMERICA (LATER TIG), SKANDIA AMERICA, TRENWICK AMERIC A, AND GENERALRE, INCLUDING SENIOR MANAGEMENT ROLES IN CORPORATE MARKETING, COMMUNICATIONS , AND BUSINESS DEVELOPMENT, AND SPECIALIZING IN REINSURANCE PRODUCTS HE WAS DIRECTOR OF T REATY OPERATIONS FOR SKANDIA AMERICA AND DIRECTOR AND CO-FOUNDER OF TRENWICK GROUP, LIMITE D HE CURRENTLY SERVES AS PRESIDENT OF THE BOARD OF MUSIC FOR PEOPLE, A NON-PROFIT MUSICAL TRAINING ORGANIZATION HE IS ALSO A MEMBER OF THE ADVISORY BOARD OF OUTWARD BOUND HE HAS ALSO BEEN CHAIRMAN OF THE FINANCE COMMITTEE, CLEARPOOL, INC (URBAN CHARTER SCHOOLS AND CA MP), AND PRESIDENT OF THE ANGUS ROBINSON JR MEMORIAL FOUNDATION (SCHOLARSHIPS) OZGUR KAR AOSMANOGLU (BOARD OF DIRECTORS) MR KARAOSMANOGLU HAS MORE THAN 25 YEARS OF EXPERIENCE IN THE SECURITIES INDUSTRY, 20 OF WHICH HAVE BEEN WITH RAYMOND JAMES & ASSOCIATES PRIOR TO JOINING THE FIRM, HE WAS AN INVESTMENT EXECUTIVE WITH LEGG MASON AND ALSO WORKED WITH DEAN WITTER AS AN ACCOUNT EXECUTIVE AND OPERATIONS MANAGER IN 2006, MR KARAOSMANOGLU WAS NAM ED BROKER OF THE YEAR BY REGISTERED REPMAGAZINE HE IS A FORMER CHAIRMAN OF THE TULANE ASS OCIATES BOARD, THE ALUMNI FUNDRAISING BOARD OF THE UNIVERSITY AND CURRENTLY SERVES ON THE TULANE BUSINESS SCHOOL COUNCIL HE IS INVOLVED WITH OTHER NONPROFITS INCLUDING HASNA, INC , WHERE HE IS A BOARD MEMBER, AND IS THE FINANCIAL ADVISOR FOR THE MARGARET MCNAMARA MEMOR IAL FUND, WHICH IS PART OF THE WORLD BANK FAMILY NETWORK OLIVIER LAFOURCADE (BOARD OF DI RECTORS) MR LAFOURCADE SPENT 30 YEARS WITH THE WORLD BANK (1973-2002) WHERE HE HELD A NUM BER OF SENIOR MANAGERIAL POSITIONS IN OPERATIONS IN LATIN AMERICA, AFRICA AND SOUTH ASIA HIS LAST POSITION AT THE BANK WAS DIRECTOR FOR COLOMBIA, MEXICO AND VENEZUELA AFTER RELOC ATING TO PARIS, FRANCE AT THE END OF 2002, MR LAFOURCADE IS NOW AN INTERNATIONAL CONSULTA NT WORKING ON ECONOMIC DEVELOPMENT ISSUES, ON A VARIETY OF ASSIGNMENTS FOR INTERNATIONAL I NSTITUTIONS (WORLD BANK, UNDP, UNEP, IFAD) AND OTHER DEVELOPMENT RELATED ORGANIZATIONS H E IS ALSO CURRENTLY CHAIRMAN OF THE BOARD OF I&P DEVELOPMENT, A PRIVATE SOCIAL CAPITAL FIR M INVOLVED IN THE FINANCING AND TECHNICAL SUPPORT OF SMALL AND MEDIUM SIZE ENTERPRISES IN AFRICA (PART OF THE INVESTISSEURS ET PARTENAIRES GROUP) HE LECTURES PERIODICALLY ON DEVEL OPMENT ISSUES IN A NUMBER OF EUROPEAN ACADEMIC INSTITUTIONS, AND COLLABORATES WITH SELECTE D PUBLIC, NON-GOVERNMENTAL AND PRIVATE INSTITUTIONS INVOLVED IN DEVELOPMENT MATTERS DZING AI MUTUMBUKE (BOARD OF DIRECTORS) MR MUTUMBUKA CURRENTLY SERVES AS CHAIR OF THE ASSOCIAT ION FOR THE DEVELOPMENT OF EDUCATION IN AFRICA (ADEA), WHICH BRINGS TOGETHER ALL AFRICAN E DUCATION MINISTERS AND DONORS SUPPORTING EDUCATION IN AFRICA PREVIOUSLY, MR MUTUMBUKA HE LD VARIOUS SENIOR MANAGEMENT POSITIONS IN THE EDUCATION SECTOR AT THE WORLD BANK FROM 1990 - 2007 PRIOR TO JOINING THE WORLD BANK, HE HELD MAJOR POLITICAL APPOINTMENTS IN ZIMBABWE, INCLUDING SUPERVISING THE IMPLEMENTATION OF POLICIES IN SIX MINISTRIES (EDUCATION, HEALTH, SOCIAL WELFARE, HOUSING, YOUTH AND SPORT, AND COMMUNITY DEVELOPMENT AND WOMENS AFFAIRS) HE SERVED AS MINISTER OF EDUCATION AND CULTURE FROM 1980 TO 1988 AND AS MINISTER OF HIGHER EDUCATION FROM 1988 TO 1989 HE HAS SERVED AS THE CHAIRMAN OF THE ZIMBABWE NATIONAL COMMI SSION OF UNESCO SINCE ZIMBABWE JOINED UNESCO IN 19

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	FORM 990, SCHEDULE A, PART II, LINE 17A	80 BEFORE ZIMBABWES INDEPENDENCE, MR MUTUMBUKA SERVED AS SECRETARY FOR EDUCATION AND CUL TURE IN THE ZIMBABWE AFRICAN NATIONAL UNION PATRIOTIC FRONT (ZANU (PF)) FROM 1975 TO 1980 AND IN THAT CAPACITY WAS RESPONSIBLE FOR THE EDUCATION OF ALL ZIMBABWEANS IN REFUGEE CAMPS IN MOZAMBIQUE NGOZI OKONJO-IWEALA (BOARD OF DIRECTORS) NGOZI OKONJO-IWEALA IS NIGERIAS MINISTER OF FINANCE AND COORDINATING MINISTER OF THE ECONOMY HER DISTINGUISHED CAREER INC LUDES MORE THAN TWENTY YEARS AS A DEVELOPMENT ECONOMIST AT THE WORLD BANK GROUP FROM 1978 TO 2003, INCLUDING FOUR YEARS AS MANAGING DIRECTOR IN 2003, SHE BECAME NIGERIAS FIRST FEM ALE FINANCE MINISTER AND IN 2006, ITS FIRST FEMALE FOREIGN MINISTER NGOZI SERVES AS A BOA RD MEMBER OF THE ROCKEFELLER FOUNDATION, AFRICAN DEVELOPMENT BANK, THE WORLD BANK, AND THE INTERNATIONAL MONETARY AND FINANCE COMMITTEE SHE IS ALSO A MEMBER OR CHAIR OF NUMEROUS B OARDS AND ADVISORY GROUPS IN THE PUBLIC, PRIVATE AND NON-GOVERNMENTAL SECTORS, INCLUDING T HE GLOBAL PARTNERSHIP FOR EFFECTIVE DEVELOPMENT COOPERATION, THE CLINTON GLOBAL INITIATIVE , THE NELSON MANDELA INSTITUTION, THE AFRICAN INSTITUTES OF SCIENCE AND TECHNOLOGY , FRIEND S OF THE GLOBAL FUND AFRICA, AND ONE JORGE QUIROGA (BOARD OF DIRECTORS) MR QUIROGA WAS PRESIDENT OF BOLIVIA 2001-2002, VICE-PRESIDENT AND PRESIDENT OF CONGRESS 1997-2001, MINIST ER OF FINANCE 1992, VICE-MINISTER OF PUBLIC INVESTMENT AND COOPERATION 1990-92, AND HELD S EVERAL INTERNATIONAL CONSULTING ASSIGNMENTS IN THE PRIVATE SECTOR HE HAS WORKED AS A SYST EMS ENGINEER WITH IBM IN TEXAS (1981-88), VICE-PRESIDENT OF BANCO MERCANTIL IN LA PAZ (199 3-97), AND OTHERS CURRENTLY, HE IS THE PRESIDENT OF FUNDEMOS, A BOLIVIAN PUBLIC POLICY TH INK TANK MR QUIROGA LEADS THE CONGRESSIONAL OPPOSITION IN HIS COUNTRY , SERVES ON SEVERAL INTERNATIONAL BOARDS AND ORGANIZATIONS AND PUBLISHES ANALYSES ON LATIN AMERICAN ECONOMIC AND POLITICAL ISSUES SANGITA REDDY (BOARD OF DIRECTORS) FOR OVER 20 YEARS, MS SANGITA R EDDY HAS BEEN A PIONEER IN MULTIPLE SEGMENTS OF THE HEALTHCARE SECTOR MS REDDY IS EXECUT IVE DIRECTOR, OPERATIONS, APOLLO HOSPITALS GROUP, THE LARGEST HOSPITAL NETWORK IN ASIA WIT H OVER 9000 BEDS ACROSS 44 LOCATIONS, AND OVER 18 MILLION PATIENTS FROM 55 COUNTRIES IN A DDITION, MS REDDY IS MANAGING DIRECTOR OF APOLLO HOSPITALS, HYDERABAD, ASIAS FIRST HEALTH CITY TO INTRODUCE A MULTIDIMENSIONAL, HOLISTIC HEALTHCARE SYSTEM THAT IS SEEN AS A REVOLU TIONARY MODEL IN HEALTHCARE DELIVERY MS REDDY IS ALSO MANAGING DIRECTOR OF APOLLO HEALTH STREET UNDER HER STEWARDSHIP, APOLLO HAS BECOME A LEADING OFFSHORE SERVICES FIRM, PROVID ING CONSULTANCY TO SOME OF THE LARGEST US PAYERS AND PROVIDERS AS FOUNDING PRESIDENT OF A POLLO PHILANTHROPY, MS REDDY HAS ALSO CHAMPIONED A SERIES OF CHARITABLE INITIATIVES SAVE A CHILDS HEART (SACH) TO HELP CHILDREN FROM ECONOMICALLY-UNDERPRIVILEGED SECTIONS OF SOCI ETY MS REDDY ALSO LED THE LARGEST THIRD PARTY ADMINISTRATOR IN THE INDIAN MARKET THAT SE RVICES OVER 7 MILLION MEMBERS THROUGH ITS NETWORK OF 27,000 HOSPITALS MS REDDY IS A MEMB ER OF THE ROCKEFELLER WORKING GROUP AND WORKS WITH THE PRIVATE HEALTHCARE DEVELOPMENT COUN CIL MS REDDY IS ALSO DIRECTOR OF AHIL, PCR INVESTMENTS LIMITED, APOLLO JOZEF RITZEN (B OARD OF DIRECTORS) MR RITZEN IS FORMER PRESIDENT OF MAASTRICHT UNIVERSITY, WHERE HE ADVAN CED THE INTERNATIONAL POSITION OF THE UNIVERSITY (ATTRACTING NOW 50% OF ITS STUDENTS FROM ABROAD) AND THE EDUCATION QUALITY (THROUGH PROBLEM BASED LEARNING) PRIOR TO MAASTRICHT UN IVERSITY, MR RITZEN HELD A NUMBER OF POSITIONS BETWEEN 1998-2003 AT THE WORLD BANK INCLUD ING, VICE PRESIDENT OF THE WORLD BANKS DEVELOPMENT ECONOMICS DEPARTMENT, AND VICE PRESIDEN T OF THE BANKS HUMAN DEVELOPMENT NETWORK, WHICH ADVISES THE INSTITUTION AND ITS CLIENT COU NTRIES ON INNOVATIVE APPROACHES TO IMPROVING HEALTH, EDUCATION AND SOCIAL PROTECTION

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	FORM 990, SCHEDULE A, PART II, LINE 17A	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, O R 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 BELIEV E THE FOLLOWING PROGRAMS REFLECT R4D'S IMPACT ON LARGE POPULATIONS IN LOW AND MIDDLE INCOM E COUNTRIES MARKET DYNAMICS MULTIPLE MICRONUTRIENT POWDERS PROJECT THE CHALLENGE - EACH YEAR, MALNUTRITION KILLS MORE THAN 2 5 MILLION CHILDREN UNDER FIVE YEARS OLD WORLDWIDE AN D IMPAIRS HUNDREDS OF THOUSANDS MORE IN PARTICULAR, MICRONUTRIENT DEFICIENCIES OF VITAMIN S 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 MICRO NUTRIENT POWDERS (MNPS), ARE AVAILABLE FOR JUST PENNIES A DAY TO ADDRESS THESE DEFICIENCIE S DESPITE THEIR LOW COST, MILLIONS OF CHILDREN IN NEED STILL DO NOT HAVE ACCESS TO THE PR ODUCT OUR WORK - RESULTS FOR DEVELOPMENT (R4D) AND MICRONUTRIENT INITIATIVE (MI), THE LEA DING NONPROFIT WORKING EXCLUSIVELY TO ELIMINATE VITAMIN AND MINERAL DEFICIENCIES IN THE WO RLD'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 DEVELOP ING AND SCALING THE MNP MARKET THIS WORK WILL OCCUR OVER A 12 MONTH PERIOD BEGINNING IN J UNE 2012 THIS WORK WILL DIRECTLY IMPACT MILLIONS OF CHILDREN WHO NEED AND USE THESE POWDE RS IN THE DEVELOPING WORLD INCREASING THE IMPACT OF INVESTMENT IN CHILDREN THE CHALLENGE - THE CHILDREN'S INVESTMENT FUND FOUNDATION (CIFF), A PHILANTHROPIC ORGANIZATION THAT AIM S 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 ACHI EVE 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 INV ESTMENTS OUR WORK - CIFF ASKED RESULTS FOR DEVELOPMENT INSTITUTE TO DEVELOP FRAMEWORKS FO R COSTING, COST-EFFECTIVENESS ANALYSIS, AND FINANCIAL SUSTAINABILITY THAT THE FOUNDATION C AN USE CONSISTENTLY ACROSS FIVE CIFF PRIORITY AREAS NEONATAL MORTALITY, EARLY CHILDHOOD E DUCATION, SEVERE AND ACUTE MALNUTRITION, PREVENTION OF MOTHER-TO-CHILD TRANSMISSION OF HIV AND DE-WORMING THROUGH THE IDENTIFICATION OF RELEVANT COSTS, COST EFFECTIVENESS AND FINA NCING 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 EVALU ATES ITS INVESTMENTS THE SUCCESSFUL APPLICATION OF THESE FRAMEWORKS WILL FACILITATE THE A CHIEVEMENT OF HIGH-PERFORMING, SUSTAINABLE PROGRAMS THAT OPERATE AT SCALE BUILDING BRIDGE S 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 H UMAN RIGHTS THAN THE FORMULATION AND IMPLEMENTATION OF THE PUBLIC BUDGET HOWEVER, GOVERNM ENT 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 IMPRO VE SPENDING AND SERVICE DELIVERY THROUGH A VIBRANT CIVIL SOCIETY THAT HAS MADE MAJOR STRID ES IN MONITORING GOVERNMENT ACTIONS AND HOLDING THEM ACCOUNTABLE, THE EXPERTISE OF THESE C IVIL 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 BET TER SPENDING IN SOUTHEAST ASIA PROJECT IMPROVES GOVERNANCE AND ACCESS TO BASIC HUMAN RIGHT S 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 ST UDIES (BIGS), THE THREE-YEAR (2011-2014) BUILDING BRIDGES PROJECT DEVELOPS SOUTHEAST ASIAN CIVIL SOCIETY ORGANIZATIONS' CSOS' CAPACITY TO MONITOR AND IMPROVE PUBLIC SPENDING AND SE RVICE DELIVERY, ENHANCES COLLABORATIONS BETWEEN CSOS AND POLICYMAKERS FOR BETTER POLICY DE CISIONS, AND CATALYZES CONCRETE IMPROVEMENTS IN HEALTH AND EDUCATION SPENDING AND OUTCOMES CENTER FOR EDUCATION INNOVATIONS THE CHALLENGE - ACCESS TO EDUCATION IN DEVELOPING COUNT RIES HAS IMPROVED DRASTICALLY OVER THE PAST DECADE MORE RECENTLY, DEVELOPMENT GOALS HAVE SHIFTED TO FOCUS ALSO ON THE QUALITY OF EDUCATION IN PURSUIT OF BOTH ACCESS AND QUALITY, THOUSANDS OF INNOVATIVE EDUCATION PROGRAMS HAVE EM

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	FORM 990, SCHEDULE A, PART II, LINE 17A	ERGED AIMING TO SERVE THE POOR BUT THERE ARE SIGNIFICANT GAPS IN OUR UNDERSTANDING OF THE BENEFITS OF SUCH PROGRAMS THIS GAP IS DUE IN PART TO THE LACK OF SYSTEMATIC AND EASY-TO-ACCESS INFORMATION ABOUT PROGRAMS AROUND THE WORLD-BOTH BIG AND SMALL PRACTICAL LESSONS A BOUT SUCCESSFUL AND UNSUCCESSFUL EXPERIENCES ARE EVEN HARDER TO FIND, AND AS A RESULT WE A RE LEFT WITH A WORLD FULL OF INNOVATIVE MODELS, BUT WITHOUT AN UNDERSTANDING OF HOW THEY A RE DISTRIBUTED, WHETHER THEY WORK, AND HOW THOSE THAT DO CAN BE IMPROVED, REPLICATED, AND SCALED UP TO SERVE MORE OF THE WORLD'S POOR THE WORK RESULTS FOR DEVELOPMENT INSTITUTE (R 4D), WITH FUNDING FROM THE UK GOVERNMENT, LAUNCHED THE CENTER FOR EDUCATION INNOVATIONS (C EI) TO IDENTIFY, ANALYZE, AND CONNECT INNOVATIVE EDUCATION PROGRAMS IN DEVELOPING COUNTRIE S CEI PURSUES THIS GOAL USING TWO MUTUALLY-REINFORCING MECHANISMS A PUBLIC WEBSITE AT WW W EDUCATIONINNOVATIONS ORG AND A NETWORK OF PARTNERS THAT DRIVE OFFLINE IN-COUNTRY ACTIVIT IES TO THIS END, CEI EMPLOYS A THREE-PRONGED APPROACH 1) IDENTIFY CEI PROVIDES COMPREHE NSIVE, UP-TO-DATE, AND SEARCHABLE INFORMATION ABOUT HUNDREDS OF INNOVATIVE PROGRAMS IN ITS PROGRAMS DATABASE 2) ANALYZE CEI NOT ONLY COMPILES EXISTING EVIDENCE IN ITS RESEARCH & EVIDENCE LIBRARY, BUT USES THE PROGRAMS DATABASE AS A STARTING POINT TO LEARN WHAT WORKS A ND WHY 3) CONNECT CEI CONNECTS PEOPLE IMPLEMENTING, FUNDING, REGULATING AND STUDY ING INN OVATIVE PROGRAMS TO TRANSLATE GOOD PRACTICES AND ENABLE IMPROVEMENT, REPLICATION, AND SCAL E-UP THE CEI TEAM AT R4D IDENTIFIES AND CONNECTS PROGRAMS IN REGIONS NOT COVERED BY HUBS THROUGH DIRECT ENGAGEMENT WITH PROGRAM IMPLEMENTERS CEI IS MODELED AFTER THE CENTER FOR H EALTH MARKET INNOVATIONS (CHMI) A COMPANION R4D INITIATIVE THAT IS NOW THE WORLD'S LARGEST FREELY ACCESSIBLE INFORMATION RESOURCE OF INNOVATIONS IN THE NON-STATE HEALTH SECTOR III CONCLUSION IN SUMMARY, R4D HAS THE CHARACTERISTICS OF A "PUBLICLY SUPPORTED" ORGANIZATIO N, BASED ON THE FACTS AND CIRCUMSTANCES TEST DESCRIBED IN SECTION 1 170A-9(E)(3) OF THE TR EASURY 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" ORGANIZA TION, 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 GENERA L PUBLIC AS WELL AS OTHER ORGANIZATIONS ACCORDINGLY, R4D QUALIFIES AS A "PUBLICLY SUPPORT ED" ORGANIZATION DESCRIBED IN SECTION 170(B)(1)(A)(VI)