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
▶ Information about Form 990 and its instructions is at www IRS gov/form990

OMB No 1545-0047

2017

Open to Public Inspection

A For the 2017 calendar year, or tax year beginning 01-01-2017 , and ending 12-31-2017

B Check if applicable
☐ Address change
☐ Name change
☐ Initial return
☐ Final return/terminated
☐ Amended return
☐ Application pending

C Name of organization
RESULTS FOR DEVELOPMENT INSTITUTE INC

Doing business as
R4D

Number and street (or P O box if mail is not delivered to street address) | Room/suite
1111 19TH STREET NW NO 700

City or town, state or province, country, and ZIP or foreign postal code
WASHINGTON, DC 20036

D Employer identification number
20-8530747

E Telephone number
(202) 470-5717

G Gross receipts $ 32,802,633

F Name and address of principal officer
GINA LAGOMARSINO
1111 19TH STREET NW NO 700
WASHINGTON, DC 20036

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 R4D 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 ADDRESS THE TOUGH DEVELOPMENT CHALLENGES FACING PEOPLE IN THE DEVELOPING WORLD

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 2017 (Part V, line 2a)	5	157
6	Total number of volunteers (estimate if necessary)	6	16
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)	27,673,545	29,324,861
	9	Program service revenue (Part VIII, line 2g)	5,827,995	3,390,728
	10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	19,514	14,548
	11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	115,587	72,496
	12	Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	33,636,641	32,802,633
Expenses	13	Grants and similar amounts paid (Part IX, column (A), lines 1–3)	2,266,618	3,310,260
	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)	11,812,460	14,508,090
	16a	Professional fundraising fees (Part IX, column (A), line 11e)	0	0
	b	Total fundraising expenses (Part IX, column (D), line 25) ▶27,786		
	17	Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)	9,915,060	8,940,846
	18	Total expenses Add lines 13–17 (must equal Part IX, column (A), line 25)	23,994,138	26,759,196
	19	Revenue less expenses Subtract line 18 from line 12	9,642,503	6,043,437
			Beginning of Current Year	**End of Year**
Net Assets or Fund Balances	20	Total assets (Part X, line 16)	29,497,043	35,454,024
	21	Total liabilities (Part X, line 26)	5,477,313	5,379,782
	22	Net assets or fund balances Subtract line 21 from line 20	24,019,730	30,074,242

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

****** | 2018-08-06
Signature of officer | Date

GINA LAGOMARSINO 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
WILLIAM E TURCO CPA	WILLIAM E TURCO CPA			P00369217

Firm's name ▶ RSM US LLP | Firm's EIN ▶ 42-0714325

Firm's address ▶ 9737 WASHINGTONIAN BLVD 400
GAITHERSBURG, MD 20878 | Phone no (301) 296-3600

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

RESULTS FOR DEVELOPMENT (R4D) IS A GLOBAL NONPROFIT ORGANIZATION WORKING WITH PARTNERS IN MORE THAN 55 COUNTRIES TO RESEARCH AND FIND NEW WAYS TO HELP PEOPLE ESCAPE POVERTY AND REACH THEIR FULL POTENTIAL WE APPLY FRESH THINKING AND RIGOR TO EMERGING AND STUBBORN DEVELOPMENT CHALLENGES-PARTICULARLY WITHIN THE FIELDS OF HEALTH, EDUCATION AND GOVERNANCE-AND WE RESEARCH, PIONEER AND ADVANCE CREATIVE, HIGH-IMPACT SOLUTIONS WE DO THIS BY CONDUCTING RESEARCH AND ANALYSIS AND GENERATING EVIDENCE THAT HELPS TO INFORM AND INFLUENCE DECISION-MAKERS, BUILDING PLATFORMS AND NETWORKS THAT CONNECT PEOPLE AND IDEAS, BY PROVIDING DIRECT SUPPORT TO LOCAL CHANGE AGENTS, AND COMBINING THESE APPROACHES TO DELIVER MEANINGFUL AND LASTING RESULTS

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 $ 9,944,681 including grants of $ 806,486) (Revenue $ 866,592)

See Additional Data

4b (Code) (Expenses $ 8,711,053 including grants of $ 2,414,213) (Revenue $ 1,771,308)

See Additional Data

4c (Code) (Expenses $ 2,026,435 including grants of $ 69,561) (Revenue $ 201,749)

See Additional Data

(Code) (Expenses $ 981,711 including grants of $ 20,000) (Revenue $ 551,079)

EDUCATION AT RESULTS FOR DEVELOPMENT, WE FOCUS ON ENSURING THAT CHANGE AGENTS HAVE THE RESOURCES, INSIGHTS AND CONNECTIONS THEY NEED TO IMPROVE LEARNING AND ENSURE THAT ALL CHILDREN HAVE THE OPPORTUNITY TO THRIVE AND SUCCEED WORKING SIDE BY SIDE WITH PROGRAMMATIC AND FUNDING PARTNERS WHO SHARE OUR VALUES AND PRINCIPLES, WE AIM TO STRENGTHEN EDUCATION SYSTEMS SO THAT THEY SERVE ALL CHILDREN AT ALL STAGES FROM EARLY CHILDHOOD DEVELOPMENT TO PRIMARY AND SECONDARY SCHOOL LEARNING, TO ENSURING THAT ADOLESCENTS AND YOUNG ADULTS HAVE THE SKILLS THEY NEED TO FIND WORK AND SUCCEED IN LIFE A KEY ELEMENT OF OUR APPROACH IS TO FOSTER PRACTITIONER COMMUNITIES WHERE EDUCATION INNOVATORS, POLICYMAKERS AND OTHERS CAN LEARN FROM ONE ANOTHER AND COLLABORATE ON SOLUTIONS MANY OF THESE COMMUNITIES WERE MODELED AFTER THE HIGHLY SUCCESSFUL JOINT LEARNING NETWORK FOR UNIVERSAL HEALTH COVERAGE (JLN), WHICH WAS CO-FOUNDED BY R4D -R4D DESIGNED AND CURRENTLY MANAGES THE CENTER FOR EDUCATION INNOVATIONS (CEI), A NETWORK OF MORE THAN 750 HIGHLY ENGAGED EDUCATION INNOVATORS THE NETWORK IS THE LARGEST OF ITS KIND AND AN IMPORTANT MEDIUM FOR IDENTIFYING PROMISING APPROACHES AND UP-AND-COMING PROGRAMS, WHILE ALSO SERVING AS AN IMPORTANT CHANNEL FOR PUSHING CUTTING-EDGE RESEARCH, PRACTICAL TOOLS AND EMERGING BEST PRACTICES, SUCH AS THE EARLY LEARNING TOOLKIT, DIRECTLY TO PRACTITIONERS -R4D AND THE INTERNATIONAL STEP BY STEP ASSOCIATION LEAD THE EARLY CHILDHOOD WORKFORCE INITIATIVE (ECWI) A GLOBAL EFFORT TO SUPPORT AND EMPOWER THOSE WHO WORK WITH FAMILIES AND YOUNG CHILDREN UNDER AGE 8 THROUGH RIGOROUS ANALYSIS AND COLLABORATIVE LEARNING ACTIVITIES, ECWI EQUIPS COUNTRY DECISION-MAKERS WITH THE CAPACITY AND RESOURCES TO SUPPORT THE DEVELOPMENT OF A QUALITY EARLY CHILDHOOD WORKFORCE AT SCALE -R4D IS SPEARHEADING THE DEVELOPMENT OF A COLLABORATIVE LEARNING NETWORK FOR EDUCATION SYSTEMS CHANGE THAT WILL CONNECT GLOBAL EDUCATION LEADERS AND PROVIDE PRACTICAL KNOWLEDGE, TOOLS AND PEER SUPPORT TO IMPROVE EDUCATIONAL OUTCOMES WE'RE ALSO APPLYING OUR ADAPTIVE LEARNING APPROACH TO HELP EDUCATION PROGRAMS UNLOCK SOLUTIONS TO CHALLENGES THAT MAKE IT DIFFICULT FOR THEM TO GROW AND IMPROVE WE WORK WITH PROGRAMS TO UNDERSTAND CHALLENGES, DESIGN, EXPERIMENT WITH AND REFINE SOLUTIONS AND THEN RAPIDLY EVALUATE THE IMPACT OF THOSE SOLUTIONS TO INFORM PROGRAM DECISION-MAKING IN REAL-TIME -IN INDIA, R4D IS WORKING WITH MOBILE READING TO CHILDREN (MR2C) TO PROMOTE LITERACY BY ENCOURAGING PARENTS AND CAREGIVERS TO READ TO AND WITH YOUNG CHILDREN - IN SIERRA LEONE, R4D IS PARTNERING WITH THE RISING ACADEMIES NETWORK A SMALL CHAIN OF LOW-FEE PRIVATE SCHOOLS TO CONDUCT FORMATIVE RESEARCH AND RAPID EXPERIMENTS TO BEST MEET THE NEEDS OF STRUGGLING READERS IN ADDITION TO THE CORE ACTIVITIES HIGHLIGHTED ABOVE, WE ARE ADVANCING THE CONVERSATION ABOUT HOW TO SUSTAINABLY FINANCE EDUCATION, INCLUDING THROUGH THE USE OF INNOVATIVE APPROACHES, AND PIONEERING ANALYSES ON THE ECONOMIC LOSSES THAT RESULT FROM CHILDREN BEING OUT OF SCHOOL O EARLY CHILDHOOD DEVELOPMENTUNDERSCORING THE NEED FOR SYSTEMS-LEVEL CHANGE, OUR APPROACH INVOLVES GENERATING EVIDENCE TO INFLUENCE POLICY DECISIONS, ENGAGING STAKEHOLDERS IN COLLABORATIVE LEARNING AND SUPPORTING LOCAL CHANGE AGENTS WITH EVIDENCE, ADVICE AND CONNECTIONS WE USE THESE PRINCIPLES ACROSS THREE KEY PILLARS -EARLY CHILDHOOD WORKFORCE R4D SUPPORTS THE EARLY CHILDHOOD WORKFORCE BY LEADING THE EARLY CHILDHOOD WORKFORCE INITIATIVE(ECWI) IN PARTNERSHIP WITH THE INTERNATIONAL STEP BY STEP ASSOCIATION (ISSA) THIS GLOBAL, MULTISECTORAL INITIATIVE AIMS TO EQUIP COUNTRY DECISION-MAKERS WITH THE RESOURCES THEY NEED TO SUPPORT A QUALITY EARLY CHILDHOOD WORKFORCE UNDER ECWI, R4D LEADS THE DEVELOPMENT OF RIGOROUS ANALYTICAL WORK, WHICH INCLUDES A SERIES OF LANDSCAPE ANALYSES THAT SYNTHESIZE GLOBAL EVIDENCE AND EXPERIENCES AMONG MEMBERS OF THE EARLY CHILDHOOD WORKFORCE ACROSS SEVERAL THEMES -EARLY CHILDHOOD FINANCING R4D'S WORK IN EARLY CHILDHOOD DEVELOPMENT FINANCING CONSISTS OF GENERATING EVIDENCE ON HOW MUCH FUNDING IS NEEDED AND EXPLORING POSSIBLE SOURCES IN ORDER TO INCREASE AND MAKE MORE EFFICIENT THE INVESTMENTS BY COUNTRIES AND INTERNATIONAL ACTORS FOR EXAMPLE, WE PREPARED A BACKGROUND PAPER FOR THE EDUCATION COMMISSION, WHICH ANALYZED THE STATE OF CURRENT FINANCING FOR ECD, IDENTIFIED THE PRINCIPAL FINANCIAL BARRIERS TO PROMOTING ACCESS, QUALITY AND EQUITY IN DELIVERING ECD PROGRAMS, AND OFFERED POTENTIAL SOLUTIONS TO INCREASE AND IMPROVE THE EFFECTIVENESS OF FINANCING -EARLY CHILDHOOD DEVELOPMENT PROGRAMS R4D SUPPORTS EARLY CHILDHOOD DEVELOPMENT FUNDERS, POLICYMAKERS AND PROGRAM MANAGERS BY IDENTIFYING WHAT WORKS AND HOW TO SCALE IT, AND ENCOURAGING PEER-TO-PEER, NETWORKED LEARNING O IDENTIFYING AND CONNECTING INNOVATIVE MODELS VIA THE CENTER FOR EDUCATION INNOVATIONS (CEI) O EQUIPPING PROGRAMS WITH RELEVANT RESEARCH, SUCH AS THE JOURNEYS TO SCALE REPORT, AND PRACTICAL TOOLS AND EXAMPLES OF PROMISING APPROACHES THROUGH THE EARLY LEARNING TOOLKIT O COLLABORATING CLOSELY WITH PROGRAMS TO IMPROVE THE DESIGN AND IMPLEMENTATION OF THEIR MODELS, AND CONTINUALLY ADAPT THEM TO IMPROVE THEIR EFFECTIVENESS R4D HAS IMPLEMENTED A SERIES OF EVALUATION AND LEARNING ACTIVITIES FOR READ TO KIDS (R2K) IN INDIA, AND IS CURRENTLY CONDUCTING AN IMPACT EVALUATION OF A COMMUNITY-BASED PARENTING PROGRAM IN SERBIA O OUT-OF-SCHOOL CHILDRENR4D CONTRIBUTES TO THE GLOBAL PUSH FOR UNIVERSAL BASIC EDUCATION BY APPLYING ECONOMIC ANALYSIS TO THE OUT-OF-SCHOOL CHALLENGE TO DATE, WE HAVE DONE THIS PRINCIPALLY BY ESTIMATING THE ECONOMIC, SOCIAL AND HEALTH LOSSES ASSOCIATED WITH OUT-OF-SCHOOL CHILDREN IN DIFFERENT SETTINGS AND PROJECTING THE COST OF REACHING ENROLLMENT TARGETS OUR ANALYSES UNDERSCORE THE URGENCY OF MOBILIZING RESOURCES TO ACHIEVE UNIVERSAL ENROLLMENT WORLDWIDE FOR EXAMPLE, IN EXCLUSION FROM EDUCATION, WE USED TWO STATISTICAL METHODS TO ESTIMATE THE ECONOMIC LOSS ASSOCIATED WITH OUT-OF-SCHOOL CHILDREN IN 20 COUNTRIES AND FOUND THAT IN COUNTRIES WITH THE HIGHEST BURDEN OF OUT-OF-SCHOOL CHILDREN, THE LOSS IS EQUIVALENT TO OVER A YEAR OF AVERAGE GDP GROWTH IN FINANCING NEEDS FOR OUT-OF-SCHOOL CHILDREN (R4D'S CHAPTER IN UNESCO/UNICEF'S GLOBAL REPORT ON OUT-OF-SCHOOL CHILDREN), WE PRESENT A MODEL THAT PROVIDES POLICYMAKERS WITH A PICTURE OF THE COST IMPLICATIONS OF ADDRESSING OUT-OF-SCHOOL CHILDREN MOST RECENTLY, IN THE ECONOMIC COST OF OUT-OF-SCHOOL CHILDREN IN SOUTHEAST ASIA, WE ESTIMATE THE ECONOMIC COST ASSOCIATED WITH OUT-OF-SCHOOL CHILDREN IN SEVEN SOUTHEAST ASIAN COUNTRIES THROUGH OUR CENTER FOR EDUCATION INNOVATIONS (CEI), WE ALSO SPOTLIGHT OVER 100 PROGRAMS THAT ARE STRENGTHENING SCHOOL SYSTEMS TO ADDRESS OUT-OF-SCHOOL CHILDREN, INCLUDING THE MOST MARGINALIZED AND HARDEST TO REACH FOR EXAMPLE, THE JOINT CEI-UNICEF REPORT JOURNEYS TO SCALE OFFERS A CASE STUDY ON CAN'T WAIT TO LEARN, A PROGRAM THAT ADDRESSES THE LACK OF ACCESS TO QUALITY EDUCATION FOR SUDANESE OUT-OF-SCHOOL SEVEN- TO NINE-YEAR-OLDS THROUGH THE PROVISION OF OPEN-SOURCE MATH LEARNING BASED ON MINISTRY OF EDUCATION CURRICULA O SKILLS & EMPLOYABILITYR4D WORKS CLOSELY WITH CHANGE AGENTS GOVERNMENT OFFICIALS, CIVIL SOCIETY LEADERS AND SOCIAL INNOVATORS TO ADVANCE QUALITY, RELEVANT EDUCATION AND SKILLS DEVELOPMENT FOR CHILDREN AND YOUNG PEOPLE TO DO THIS, WE LEVERAGE OUR EXPERTISE IN GENERATING EVIDENCE THROUGH RIGOROUS, DEMAND-DRIVEN RESEARCH, COLLABORATIVE LEARNING AND STRATEGIC, TARGETED KNOWLEDGE DISSEMINATION R4D IS MAKING PROGRESS TOWARD STRENGTHENING THE SCHOOL-TO-WORK TRANSITION BY IDENTIFYING THE SKILLS REQUIRED FOR WORK IN THE 21ST CENTURY ECONOMIES OF AFRICA, ASIA AND LATIN AMERICA, ANALYZING THE SKILLS MISMATCH, AND STUDYING INNOVATIVE MODELS AND APPROACHES OF DELIVERING RELEVANT SKILLS TO YOUTH, SERVING AS AN IMPLEMENTING PARTNER IN USAID'S YOUTHPOWER INITIATIVE TO IMPROVE KNOWLEDGE, SKILLS, PRACTICES AND PARTNERSHIPS AROUND INTERNATIONAL CROSS-SECTORAL POSITIVE YOUTH DEVELOPMENT OUR WORK INCLUDES A GLOBAL META-REVIEW THAT EXPANDS UPON THE EXISTING EVIDENCE BASE REGARDING POSITIVE YOUTH DEVELOPMENT AND DEVELOPING A COMMUNITY OF PRACTICE ON CROSS-SECTORAL SKILLS TO IDENTIFY AND SHARE PROMISING PRACTICES, ANALYZING INITIATIVES AND PROGRAMS TO REDUCE DROPOUTS AT THE SECONDARY LEVEL IN COUNTRIES IN LATIN AMERICA AND THE CARIBBEAN, AND PROVIDING ACTION-ORIENTED RECOMMENDATIONS TO POLICYMAKERS, SUPPORTING INNOVATIVE COMMUNITIES AND COLLABORATIVE LEARNING AROUND SKILLS DEVELOPMENT THROUGH THE CENTER FOR EDUCATION INNOVATIONS (CEI)

4d Other program services (Describe in Schedule O)

(Expenses $ 981,711 including grants of $ 20,000) (Revenue $ 551,079)

4e **Total program service expenses ▶** 21,663,880

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

Part IV Checklist of Required Schedules *(continued)*

			Yes	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		
21	Did the organization report more than $5,000 of grants or other assistance to any domestic organization or domestic 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 or for domestic individuals 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), 501(c)(4), and 501(c)(29) 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 "Yes," complete Schedule L, Part II*	26		No
27	Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? *If "Yes," complete Schedule L, Part III*	27		No
28	Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions)			
a	A current or former officer, director, trustee, or key employee? *If "Yes," complete Schedule L, Part IV*	28a		No
b	A family member of a current or former officer, director, trustee, or key employee? *If "Yes," complete Schedule L, Part IV*	28b		No
c	An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? *If "Yes," complete Schedule L, Part IV*	28c		No
29	Did the organization receive more than $25,000 in non-cash contributions? *If "Yes," complete Schedule M*	29		No
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? *If "Yes," complete Schedule M*	30		No
31	Did the organization liquidate, terminate, or dissolve and cease operations? *If "Yes," complete Schedule N, Part I*	31		No
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? *If "Yes," complete Schedule N, Part II*	32		No
33	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301 7701-2 and 301 7701-3? *If "Yes," complete Schedule R, Part I*	33		No
34	Was the organization related to any tax-exempt or taxable entity? *If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1*	34		No
35a	Did the organization have a controlled entity within the meaning of section 512(b)(13)?	35a		No
b	If 'Yes' to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? *If "Yes," complete Schedule R, Part V, line 2*	35b		
36	**Section 501(c)(3) organizations.** Did the organization make any transfers to an exempt non-charitable related organization? *If "Yes," complete Schedule R, Part V, line 2*	36		No
37	Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? *If "Yes," complete Schedule R, Part VI*	37		No
38	Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? **Note.** All Form 990 filers are required to complete Schedule O	38	Yes	

Part V Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response 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	61			
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	157			
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 FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR)					
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.** Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?			8		
9a	Did the sponsoring organization make any taxable distributions under section 4966?			9a		
b	Did the sponsoring 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**		No
	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▶ DC

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, address, and telephone number of the person who possesses the organization's books and records
▶QUOC NGUYEN CHIEF FINANCIAL OFFICER 1111 19TH STREET NW NO 700 WASHINGTON, DC 20036 (202) 470-5717

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)						(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
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
See Additional Data Table										

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) Position: Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former	(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
See Additional Data Table										

	(D)	(E)	(F)
1b Sub-Total ▶			
c Total from continuation sheets to Part VII, Section A ▶			
d Total (add lines 1b and 1c) ▶	3,659,012	0	496,089

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 ▶ 39

			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
EKOHE LIMITED 720 604 KALOK BLDG 720 NATHAN RO KOWLOON HK	WEB MAINTENANCE & HOSTING SERVICES	225,534
FELICIA N KHAN, 27 KINGMAN ROAD NEWTON, MA 02461	CONSULTANT FOR GACIDIA	136,500
HELEN SAXENIAN, 6405 BROAD STREET BETHESDA MD 208 BETHESDA, MD 20816	CONSULTANT FOR GATES IMMUNIZATION TOOLKI	125,736
MCMASTER UNIVERSITRY 1280 MAIN STREET WEST HAMILTON ONTARIO LS K CA	RUN THE HSE PORTAL AND TECHNICAL SUPPORT	121,124
THE BRIGHAM AND WOMEN'S HOSPITAL PO BOX 3887 BOSTON, MA 022413829	PRIMARY HEALTH CARE PERFORMANCE INITIATI	110,313

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 ▶ 6

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 7,821,774				
	f All other contributions, gifts, grants, and similar amounts not included above	1f 21,503,087				
	g Noncash contributions included in lines 1a-1f $					
	h **Total.** Add lines 1a-1f . . . . ▶		29,324,861			
Program Service Revenue		Business Code				
	2a CONTRACTS	900099	3,390,728	3,390,728		
	b					
	c					
	d					
	e					
	f All other program service revenue					
	g **Total.** Add lines 2a–2f . . . . ▶		3,390,728			

		(i) Real	(ii) Personal	(A)	(B)	(C)	(D)
Other Revenue	3 Investment income (including dividends, interest, and other similar amounts) . . . . . . ▶						
	4 Income from investment of tax-exempt bond proceeds ▶						
	5 Royalties . . . . ▶						
	6a Gross rents	63,871					
	b Less rental expenses	0					
	c Rental income or (loss)	63,871					
	d Net rental income or (loss) . . . . ▶			63,871			63,871
		(i) Securities	(ii) Other				
	7a Gross amount from sales of assets other than inventory		14,548				
	b Less cost or other basis and sales expenses		0				
	c Gain or (loss)		14,548				
	d Net gain or (loss) . . . . . ▶			14,548			14,548
	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 OTHER INCOME	900099		8,625			8,625
	b						
	c						
	d All other revenue						
	e **Total.** Add lines 11a–11d . . . . ▶			8,625			
	12 **Total revenue.** See Instructions . . . . . ▶			32,802,633	3,390,728	0	87,044

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) Fundraisingexpenses
1 Grants and other assistance to domestic organizations and domestic governments See Part IV, line 21	1,157,355	1,157,355		
2 Grants and other assistance to domestic individuals See Part IV, line 22				
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals See Part IV, line 15 and 16	2,152,905	2,152,905		
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	3,552,781	3,056,305	496,476	
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	8,715,857	8,064,985	650,872	
8 Pension plan accruals and contributions (include section 401 (k) and 403(b) employer contributions)	583,703	67	583,636	
9 Other employee benefits	802,578	473,521	329,057	
10 Payroll taxes	853,171		853,171	
11 Fees for services (non-employees)				
a Management				
b Legal	91,863	61,762	30,101	
c Accounting	68,250		68,250	
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)	3,797,101	3,342,304	454,797	
12 Advertising and promotion				
13 Office expenses	90,922	38,733	48,646	3,543
14 Information technology	234,757	87,351	147,406	
15 Royalties . .				
16 Occupancy	1,103,675	538,320	565,355	
17 Travel	2,146,657	2,078,856	67,573	228
18 Payments of travel or entertainment expenses for any federal, state, or local public officials .				
19 Conferences, conventions, and meetings	423,223	392,403	30,157	663
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization . .	285,547	2,000	283,547	
23 Insurance . . .	66,520		66,520	
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 EQUIPMENT & SOFTWARE	229,881	77,404	152,477	
b PAYROLL PROCESSING FEES	215,228	127,888	87,340	
c MEMBERSHIP & DUES	49,991		49,991	
d RECRUITMENT	28,493	3,762	23,401	1,330
e All other expenses	108,738	7,959	78,757	22,022
25 **Total functional expenses.** Add lines 1 through 24e	26,759,196	21,663,880	5,067,530	27,786
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 IX . . . . ☐

Section	Line	Description			(A) Beginning of year		(B) End of year
Assets	1	Cash–non-interest-bearing			99,686	1	156,921
	2	Savings and temporary cash investments			15,379,201	2	8,079,142
	3	Pledges and grants receivable, net			10,520,475	3	24,153,253
	4	Accounts receivable, net			1,104,148	4	907,306
	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			309,178	9	344,534
	10a	Land, buildings, and equipment cost or other basis Complete Part VI of Schedule D	10a	2,907,087			
	b	Less accumulated depreciation	10b	1,094,219	2,084,355	10c	1,812,868
	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				15	
	16	**Total assets.** Add lines 1 through 15 (must equal line 34)			29,497,043	16	35,454,024
Liabilities	17	Accounts payable and accrued expenses			1,396,742	17	1,471,944
	18	Grants payable			156,786	18	542,935
	19	Deferred revenue			759,940	19	237,311
	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			3,163,845	25	3,127,592
	26	**Total liabilities.** Add lines 17 through 25			5,477,313	26	5,379,782
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			792,150	27	-1,972,259
	28	Temporarily restricted net assets			23,227,580	28	32,046,501
	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			24,019,730	33	30,074,242
	34	Total liabilities and net assets/fund balances			29,497,043	34	35,454,024

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	32,802,633
2	Total expenses (must equal Part IX, column (A), line 25)	2	26,759,196
3	Revenue less expenses Subtract line 2 from line 1	3	6,043,437
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	24,019,730
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	11,075
10	Net assets or fund balances at end of year Combine lines 3 through 9 (must equal Part X, line 33, column (B))	10	30,074,242

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	

Additional Data

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

Form 990 (2017)

Form 990, Part III, Line 4a:

HEALTH -HEALTH FINANCINGR4D'S HEALTH FINANCING EXPERTS INFORM PLANNING AND POLICYMAKING THROUGH DATA ANALYTICS AND BY STRENGTHENING THE TECHNICAL CAPACITY OF LOCAL CHANGE AGENTS IN COUNTRIES SEEKING COST-EFFICIENT AND SUSTAINABLE SYSTEMS OUR EFFORTS INCLUDE SUPPORTING GOVERNMENTS IN THE DESIGN AND EXECUTION OF SOCIAL AND NATIONAL HEALTH INSURANCE SCHEMES, DEVELOPING PRACTICAL GUIDANCE THAT CAN FOSTER DIALOGUE ON THE ALIGNMENT OF PUBLIC FINANCIAL MANAGEMENT AND HEALTH FINANCING, EXPLORING STRATEGIES THAT CAN HELP COUNTRIES IMPROVE VALUE FOR MONEY AND BETTER LEVERAGE THEIR EXISTING RESOURCES ASIDE FROM PROVIDING TECHNICAL EXPERTISE, R4D IS BUILDING GLOBAL COMMUNITIES OF PRACTITIONERS AND POLICYMAKERS WHO ARE ENGAGED IN COLLABORATIVE LEARNING AROUND THE ACHIEVEMENT OF UNIVERSAL HEALTH COVERAGE AND SUSTAINABLE HEALTH FINANCING SOLUTIONS O INTEGRATION, TRANSITION AND SUSTAINABILITY PLANNINGR4D SUPPORTS CHANGE AGENTS IN GOVERNMENT AND PROVIDER ORGANIZATIONS TO PREPARE FOR AND THRIVE THROUGH HEALTH FINANCING TRANSITIONS WE BUILD LOCAL CAPACITY FOR TRANSITIONS-RELATED ANALYSIS, FOSTER DIALOGUE, AND UNDERTAKE FORMATIVE RESEARCH ON INTERNATIONAL EXPERIENCES WITH MACRO-ECONOMIC AND PROGRAM-SPECIFIC TRANSITIONS OUR EFFORTS INCLUDE PARTNERING WITH GOVERNMENTS AND PROVIDERS TO IDENTIFY OPPORTUNITIES AND VULNERABILITIES IN THEIR HEALTH FINANCING LANDSCAPE, PROMOTING DIALOGUE WITHIN AND AMONG MINISTRIES OF HEALTH, FINANCE, AND PLANNING, NATIONAL DISEASE CONTROL PROGRAMS, AND DEVELOPMENT PARTNERS, FACILITATING COLLABORATIVE LEARNING ACROSS COUNTRIES FACING COMMON TRANSITION CHALLENGES, AND CONDUCTING FORMATIVE RESEARCH ON INTERNATIONAL EXPERIENCES WITH INTEGRATION, TRANSITION, AND SUSTAINABILITY PLANNING R4D'S PROJECTS ON INTEGRATION, TRANSITION, AND SUSTAINABILITY PLANNING INCLUDE COUNTRY-LEVEL ANALYTICAL AND PROCESS SUPPORT, MULTI-COUNTRY COLLABORATIVE LEARNING FACILITATION, AND RESEARCH TO INFORM AND INFLUENCE THE GLOBAL DISCOURSE -LNCT PEER LEARNING PLATFORM ON IMMUNIZATION FINANCING FOR COUNTRIES TRANSITIONING FROM GAVI SUPPORT WITH THE SUPPORT OF THE BILL & MELINDA GATES FOUNDATION AND GAVI, RESULTS FOR DEVELOPMENT (R4D) IS COORDINATING THE LAUNCH OF THE LEARNING NETWORK FOR COUNTRIES IN TRANSITION (LNCT), A PEER-LEARNING PLATFORM FOR COUNTRIES THAT ARE TRANSITIONING FROM GAVI SUPPORT R4D WILL DRAW FROM ITS EXPERIENCE AND EXPERTISE IN COLLABORATIVE LEARNING ACTIVITIES PARTICULARLY THROUGH THE JOINT LEARNING NETWORK TO BUILD AN ACTIVE AND ENGAGED COMMUNITY OF PEER EXPERTS THE LNCT PLATFORM WILL BRING ALL STAKEHOLDERS TO THE SAME TABLE, COLLATE TRANSITION ACTIVITIES AND DISCUSSIONS, AND SUPPORT JOINT ENGAGEMENT ACROSS COUNTRIES AND PARTNERS FOR GAVI TRANSITIONING COUNTRIES, THIS PLATFORM OFFERS THE OPPORTUNITY TO SHARE TRANSITION PLANNING AND IMPLEMENTATION EXPERIENCE, WORK TOGETHER TO SOLVE COMMON PROBLEMS, AND ADD TO A GLOBAL KNOWLEDGE BASE OF TOOLS AND APPROACHES THAT CONTRIBUTE TO SUCCESSFUL TRANSITION FOR DEVELOPMENT PARTNERS, THIS PLATFORM OFFERS THE CHANCE TO ENGAGE ACROSS COUNTRIES ON TRANSITION-RELATED ISSUES THE LNCT PLATFORM WILL CONSIST OF BOTH IN-PERSON AND VIRTUAL ENGAGEMENTS THE INITIAL COHORT OF PLATFORM MEMBERS WILL DRAW FROM THIRTEEN INVITED COUNTRIES, WITH POTENTIAL MEMBERSHIP EXPANSION IN 2018 AND 2019 -DIVERSIFYING FUNDING FOR HEALTHCARE FOR WOMEN AND GIRLS AS PART OF THE USAID-FUNDED SUPPORT FOR INTERNATIONAL FAMILY PLANNING AND HEALTH ORGANIZATIONS (SIFPO2) PROJECT, RESULTS FOR DEVELOPMENT (R4D) IS WORKING WITH POPULATION SERVICES INTERNATIONAL (PSI) TO LINK FRANCHISORS AND PRIVATE SECTOR HEALTH CARE PROVIDERS WITH NEW SOURCES OF FUNDING TO EXPAND FAMILY PLANNING AND REPRODUCTIVE HEALTH SERVICES TO THE POOREST WOMEN AND GIRLS STARTING WITH PSI FRANCHISORS IN TANZANIA, UGANDA, AND NIGERIA, R4D ANALYZED THE KEY NEEDS OF THE FRANCHISE NETWORKS, IDENTIFIED POTENTIAL SOURCES OF HEALTH FINANCING AND CLARIFIED THEIR POLICY CONTEXT, AND PROPOSED NEW FINANCING OPTIONS THE FRAMEWORK FOR THIS HEALTH FINANCING OPTION ANALYSIS CAN BE USED BY FRANCHISORS TO ACCESS DIVERSIFIED FUNDING SOURCES AND INCREASE THEIR FINANCIAL SUSTAINABILITY WITH DIRECT BENEFITS FOR WOMEN AND GIRLS HEALTH FINANCING OPTIONS CAN ENABLE MORE POOR WOMEN AND GIRLS TO ACCESS HIGH-IMPACT HEALTH SERVICES WITHOUT PAYING OUT OF POCKET, HEALTH CARE PROVIDERS PROVIDERS MAY BE EMBEDDED INTO OVERARCHING PAYMENT SYSTEMS LIKE INSURANCE, STAND TO INCREASE CLIENT AND SERVICE VOLUMES, AND BENEFIT FROM INCREASED TRAINING AND QUALITY SUPPORT, THE FRANCHISOR BETTER FINANCED SOCIAL FRANCHISE PLATFORMS CAN REDEFINE THEIR ROLE AS STRATEGIC PARTNERS FOR STRENGTHENED HEALTH CARE SERVICE DELIVERY, AND IMPROVE AGAINST SOCIAL FRANCHISING GOALS (EQUITY, QUALITY, COST EFFECTIVENESS, ADDITIONALITY, AND IMPACT), THE PUBLIC SECTOR THE GOVERNMENT CAN REDUCE FRAGMENTATION IN THE HEALTH SYSTEM, GET BETTER VALUE FOR PUBLIC FUNDS, AND IMPROVE PERFORMANCE AGAINST POPULATION HEALTH GOALS -SUSTAINING EFFECTIVE COVERAGE FOR HIV, TB, AND MALARIA IN KENYA AND TANZANIA PLANNING FOR GLOBAL FUND TRANSITION IN KENYA AND TANZANIAIN 2016-17, R4D PARTNERED WITH THE GOVERNMENTS OF KENYA AND TANZANIA TO TAKE STOCK OF THEIR RESPONSES TO THE THREE DISEASES AND IDENTIFY WAYS TO ENSURE THE SUSTAINED EFFECTIVE COVERAGE OF PRIORITY INTERVENTIONS OUR APPROACH CENTERED ON THE NEED TO ALIGN PFM AND HEALTH FINANCING, USING AN ADAPTED PROCESS GUIDE IN EACH COUNTRY R4D CONVENED A WORKING GROUP OF FOCAL POINTS FROM KEY GOVERNMENT AGENCIES, INCLUDING THE MINISTRY OF HEALTH, NATIONAL TREASURY, NATIONAL DISEASE CONTROL PROGRAMS, AND AN INTER-GOVERNMENTAL COORDINATION BODY, LANDSCAPED EXPECTED MEDIUM-TERM FUNDING FOR THE THREE DISEASES AND TRACED FUND FLOWS THROUGH PUBLIC FINANCIAL MANAGEMENT PROCESSES AT THE NATIONAL AND SUB-NATIONAL LEVELS, AND ASSESSED OPPORTUNITIES TO MOBILIZE ADDITIONAL DOMESTIC RESOURCES FOR HEALTH AND BOLSTER EFFICIENCY THROUGH A QUALITATIVE FISCAL SPACE ANALYSIS, MACROECONOMIC PROJECTION MODEL, AND KEY INFORMANT INTERVIEWS STRUCTURED AROUND AN ADAPTED PROCESS GUIDE FOR IDENTIFYING PFM-HEALTH FINANCING ISSUES AND FOSTERING DIALOGUE WE ARE EXPLORING WAYS TO CONTINUE SUPPORTING THE COUNTRY FOCAL POINTS THROUGH ADDITIONAL ANALYSIS AND PROCESS FACILITATION -ABOVE SERVICE DELIVERY ACTIVITIES IN GLOBAL HEALTH ASSESSING THE CURRENT STATE OF KNOWLEDGE AND PRACTICE (COMPLETED 2017)TO IMPROVE UNDERSTANDING OF ASD ACTIVITIES AND COSTS, R4D HAS RECEIVED A GRANT FROM THE BILL & MELINDA GATES FOUNDATION TO INVESTIGATE WHAT THESE COSTS ARE HOW THESE COSTS MAY VARY ACROSS HEALTH SUBJECT AND OVER TIME, AND IF AND HOW THEY CONTRIBUTE TO PROGRAM INEFFICIENCIES IN HIV INTERVENTIONS AND PROGRAMS R4D EXPLORED ABOVE SERVICE DELIVERY ACTIVITIES FROM MAY 2015 TO MAY 2016 IN ORDER TO CAPTURE AND CRITICALLY ASSESS THE CURRENT STATE OF KNOWLEDGE AND PRACTICE REGARDING THE ABOVE-FACILITY COSTS OF MAJOR GLOBAL HEALTH INITIATIVES R4D CONDUCTED DESK RESEARCH AND EXPERT INTERVIEWS TO INFORM A REPORT ON ASD COSTS AND ACTIVITIES, IDENTIFYING OPPORTUNITIES FOR ADDITIONAL INVESTMENTS TO SUPPORT RESEARCH AND PROGRAMMING FOR ASD EFFICIENCY GAINS, AND HIGHLIGHTING GAPS IN KNOWLEDGE AND EFFICIENCY ANALYSIS OF ASD THE RESEARCH AND REPORT FOCUSED ON INITIATIVES IN HIV, MALARIA, TUBERCULOSIS, FAMILY PLANNING, AND IMMUNIZATION R4D PRESENTED THE PRELIMINARY FINDINGS OF THIS STUDY AT A STAKEHOLDER CONSULTATION MEETING IN APRIL STAKEHOLDER FEEDBACK FROM THIS MEETING AND FROM KEY PARTNERS INFORMED THE PUBLICATION OF A FINAL REPORT ON ABOVE SERVICE DELIVERY ACTIVITIES AND TECHNICAL EFFICIENCY THIS REPORT PROVIDES A ROBUST LANDSCAPE ANALYSIS OF THE ASD SPACE, PROVIDING RESEARCHERS, POLICYMAKERS, AND GLOBAL HEALTH PROGRAM MANAGERS WITH A USEFUL RESOURCE SUMMARIZING THE CURRENT STATE OF KNOWLEDGE AND AVENUES FOR FUTURE INQUIRY AND DEVELOPMENT -INTEGRATING HIV FINANCING AND SERVICES INTO SOUTH AFRICA'S EMERGING NATIONAL HEALTH INSURANCE SYSTEM (COMPLETED 2016)R4D SUPPORTS THE GOVERNMENT OF SOUTH AFRICA TO DESIGN AND IMPLEMENT AN NHI SYSTEM THAT WILL SUSTAIN AND EXPAND THE COUNTRY'S FORMIDABLE HIV RESPONSE BUILDING ON ITS GROUNDBREAKING WORK ON HIV FINANCING INTEGRATION, R4D COLLABORATED WITH THE NATIONAL TREASURY AND THE NATIONAL DEPARTMENT OF HEALTH TO EVALUATE MULTIPLE SCENARIOS FOR FINANCING INTEGRATION WE DEVELOPED THE SCENARIOS IN CLOSE CONSULTATION WITH SENIOR GOVERNMENT OFFICIALS AND OTHER STAKEHOLDERS WE THEN EVALUATED THEM USING A NOVEL FRAMEWORK FOCUSED ON HEALTH SYSTEM IMPACT AND LEGAL, POLITICAL, AND TECHNICAL FEASIBILITY R4D IS ALSO PARTNERING WITH THE NATIONAL DEPARTMENT OF HEALTH AND USAID'S FINANCING CAPACITY BUILDING AND TECHNICAL SUPPORT PROJECT (FIN-CAP) TO CONDUCT CONSOLIDATED EXPENDITURE TRACKING AND MAPPING FOR SOUTH AFRICA'S HIV AND TB PROGRAMS, ANALYZING SPENDING BY THE GOVERNMENT, PEPFAR, AND THE GLOBAL FUND

Form 990, Part III, Line 4b:

INTEGRATED STRATEGIES PHC INTEGRATION INVESTMENT CASE EXPLORING THE COSTS AND BENEFITS OF INVESTING IN PRIMARY HEALTH CARE TO ADVANCE VERTICAL OUTCOMESR4D IS PARTNERING WITH POPULATION SERVICES INTERNATIONAL (PSI) TO DEVELOP A GENERALIZED ANALYTIC APPROACH AND METHODOLOGY FOR IDENTIFYING APPROPRIATE INVESTMENTS TO INTEGRATE COMPONENTS OF VERTICAL PROGRAMS INTO PHC SYSTEMS AND ANALYZING THEIR EFFECTS ON OUTCOMES OF CONCERN TO VERTICAL PROGRAM CONSTITUENCIES WE WILL THEN APPLY THE APPROACH TO FAMILY PLANNING PROGRAMS TO DETERMINE WHAT CASE CAN BE MADE TO GOVERNMENTS AND FAMILY PLANNING FUNDERS THAT THEIR OBJECTIVES WILL BEST BE MET THROUGH INVESTMENT IN STRONG PHC SYSTEMS A SECOND PHASE MIGHT INCLUDE APPLICATION TO ADDITIONAL PROGRAM AREAS AND DEEPER INVESTIGATION IN SELECTED COUNTRIES O PNEUMONIAR4D IS WORKING WITH CHANGE AGENTS AT THE GLOBAL AND COUNTRY LEVELS TO URGENTLY ADDRESS CHILDHOOD MORTALITY FROM PNEUMONIA BY -DESIGNING AND IMPLEMENTING PROGRAMS TO AVERT HUNDREDS OF THOUSANDS OF CHILD DEATHS FROM PNEUMONIA IN HIGH-BURDEN COUNTRIES VIA THE DELIVERY OF ROUGHLY 7 5 MILLION TREATMENTS IN ETHIOPIA AND TANZANIA, WHILE SHAPING LOCAL MARKETS AND SYSTEMS TO ENSURE SUSTAINABLE ACCESS TO ESSENTIAL PNEUMONIA TREATMENTS AND SERVICES IN THE FUTURE -LEADING RIGOROUS MARKET ANALYSES TO IDENTIFY MARKET BARRIERS AND TARGETED AREAS FOR SUPPORT IN ADDITIONAL HIGH-BURDEN COUNTRIES IN AFRICA AND ASIA -INCREASING MARKET TRANSPARENCY AND WORKING WITH MANUFACTURERS TO FACILITATE COUNTRY-LEVEL DRUG REGISTRATION PROCESSES FOR HIGH-QUALITY GLOBAL AND LOCAL SUPPLIERS -CONDUCTING FORMATIVE RESEARCH TO ASSESS CURRENT LEVELS OF OVER- AND UNDER-DIAGNOSES OF PNEUMONIA, AS WELL AS DESIGNING AND PILOTING POTENTIAL COST-EFFECTIVE INTERVENTIONS TO IMPROVE THE QUALITY OF CARE FOR PNEUMONIA -EXPLORING ADDITIONAL COST-EFFECTIVE AREAS FOR IMPACT SUCH AS PULSE OXIMETRY DIAGNOSTICS AND OXYGEN THERAPY FOR DIAGNOSING AND TREATING CHILDREN WITH SEVERE PNEUMONIA THIS WORK IS RESULTING IN MILLIONS OF CHILDREN RECEIVING INCREASED ACCESS TO HIGH-QUALITY PNEUMONIA TREATMENT AND SERVICES O WATER, SANITATION, HYGIENER4D'S INNOVATION-CENTRIC FOCUS IN WASH STEMS FROM THE REALITY THAT THE WASH SECTOR HAS HISTORICALLY SEEN LOWER INVESTMENTS IN PARADIGM-SHIFTING EXPERIMENTAL INNOVATIONS TECHNOLOGICAL, POLICY AND REGULATORY, OR BEHAVIORAL AND SOCIAL BREAKTHROUGHS THAN OTHER SECTORS IN DEVELOPMENT WE RECOGNIZE THAT LOCAL CHANGE AGENTS ARE BEST SUITED TO ADDRESS THE WASH-RELATED CHALLENGES IN THE PLACES THEY WORK, BUT ALSO KNOW THAT THEY OFTEN LACK THE CONNECTIONS TO THE RIGHT KINDS OF SUPPORT TO BOOST AND SCALE THEIR HOMEGROWN SOLUTIONS WE FOCUS ON MOBILIZING OPPORTUNITIES FOR FUNDING, LEARNING AND VISIBILITY TO HELP BRING INNOVATIVE WASH PROGRAMS TO SCALE O EDUCATION FINANCINGR4D PROMOTES SUSTAINABLE EDUCATION FINANCING USING A MULTI-PRONGED APPROACH INFORMING POLICYMAKING THROUGH DATA ANALYTICS, STRENGTHENING THE TECHNICAL CAPACITY OF COUNTRY CHANGE AGENTS AND BUILDING LEARNING COMMUNITIES OF PRACTICE FOR JOINT PROBLEM SOLVING R4D HAS MADE PROGRESS TOWARD IMPROVING AND INCREASING EDUCATION FINANCING IN KEY AREAS, INCLUDING RESULTS-BASED AND INNOVATIVE FINANCINGR4D CONDUCTED A SCOPING STUDY ON THE ROLE AND APPLICATION OF OUTPUT-BASED AID IN EDUCATION THIS INCLUDED A REVIEW OF RESULTS-BASED FINANCING SCHEMES IN EDUCATION MORE BROADLY, ANALYSIS OF EXISTING OUTPUT-BASED AID PROJECTS IN EDUCATION, AND RECOMMENDATIONS FOR APPLYING OUTPUT-BASED AID IN EDUCATION MOVING FORWARD IN ADDITION, WORKING WITH THE GLOBAL PARTNERSHIP FOR EDUCATION, WE ASSESSED THE FEASIBILITY OF LOAN BUY-DOWNS TO SUPPORT MEASURABLE REFORMS IN EDUCATION, WHILE ALSO INCREASING RESOURCES FOR EDUCATION OUR REPORT ANALYZES THE LOAN BUY-DOWN MODEL AS IT HAS BEEN APPLIED TO DIFFERENT SECTORS IT ALSO 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 BOOK PROVISION AND USAGEIN ORDER TO RAISE AWARENESS AND ADVOCATE FOR ADDITIONAL SPENDING ON BOOKS TO SUPPORT LITERACY EFFORTS, R4D QUANTIFIED THE COST OF PROVIDING AN APPROPRIATE NUMBER OF GRADE-LEVEL READING MATERIALS TO ALL PRE-PRIMARY AND PRIMARY STUDENTS IN LOW- AND MIDDLE-INCOME COUNTRIES FOR THE GLOBAL BOOK ALLIANCE OUR ANALYSIS IS HELPING THE GLOBAL BOOK ALLIANCE TO MOBILIZE RESOURCES AND MAXIMIZE ITS IMPACT EARLY CHILDHOOD DEVELOPMENTIN ORDER TO DEVELOP AN ACCURATE UNDERSTANDING OF THE CURRENT STATE OF INTERNATIONAL AND DOMESTIC FINANCING FOR EARLY CHILDHOOD DEVELOPMENT, WE PREPARED A BACKGROUND PAPER FOR THE EDUCATION COMMISSION THE STUDY ANALYZES THE ROLE OF INTERNATIONAL, NATIONAL AND PRIVATE ACTORS IN FINANCING EARLY CHILDHOOD DEVELOPMENT, THE PRINCIPAL FINANCIAL BARRIERS TO PROMOTING ACCESS, QUALITY, EFFICIENCY AND EFFECTIVENESS IN DELIVERING EARLY CHILDHOOD DEVELOPMENT, AND POTENTIAL SOLUTIONS TO INCREASE AND IMPROVE THE EFFECTIVENESS OF FINANCING, WHILE ADDRESSING ISSUES OF EQUITY O FOOD SYSTEMS & MARKET SHAPINGAT RESULTS FOR DEVELOPMENT, WE BELIEVE A RADICAL TRANSFORMATION OF DIETS AND FOOD SYSTEMS IS NEEDED TO ENSURE THAT PEOPLE ARE ABLE (AND MOTIVATED) TO PURCHASE AND CONSUME HEALTHY, NUTRITIOUS FOODS TO ACHIEVE THIS, WE ARE WORKING WITH A BROAD RANGE OF ACTORS INCLUDING GOVERNMENT OFFICIALS, GLOBAL DONORS, THE PRIVATE SECTOR AND CIVIL SOCIETY TO SHAPE THE DEBATE, BUILD NEW INSTITUTIONS AND INITIATIVES AND SUPPORT THE CHANGE AGENTS BEST ABLE TO CARRY THE TRANSFORMATION OF DIETS AND FOOD SYSTEMS FORWARD BY LEVERAGING OUR CROSS-CUTTING EXPERTISE IN PRIVATE-SECTOR ENGAGEMENT, MARKET SHAPING AND NETWORK CONVENING, IN COMBINATION WITH SECTOR-SPECIFIC KNOWLEDGE OF AGRICULTURE, NUTRITION AND HEALTH, WE PROVIDE OUR PARTNERS WITH THE TOOLS, TECHNICAL SUPPORT AND CONNECTIONS THEY NEED TO SUCCEED O NUTRITION INNOVATIONSRESULTS FOR DEVELOPMENT BRINGS SIGNIFICANT EXPERIENCE PROMOTING THE IDENTIFICATION, ADAPTATION AND INTEGRATION OF INNOVATIVE SOLUTIONS TO ADDRESS SYSTEMIC CHALLENGES IN HEALTH, AGRICULTURE AND WASH TO THE NUTRITION SECTOR -WE CONDUCTED A LANDSCAPE ANALYSIS OF THE POTENTIAL FOR DIET INNOVATIONS IN THE INDO-PACIFIC REGION TO ADVISE INNOVATION XCHANGE (IXC) AT AUSTRALIA'S DEPARTMENT OF FOREIGN AFFAIRS AND TRADE (DFAT) ON THEIR NEXT ROUND OF INVESTMENTS IN NUTRITION AND HEALTHY DIETS-WE COLLABORATED WITH GRAND CHALLENGES CANADA TO DEVELOP METHODS TO MODEL THE POTENTIAL IMPACTS OF INNOVATIONS THEY FUND DECISION-MAKERS MAY USE THIS APPROACH IN DECIDING WHETHER OR NOT TO INNOVATIONS, TRACKING PROGRESS, SHARING RESULTS WITH WIDER AUDIENCES AND IDENTIFYING KEY DRIVERS OF AN INNOVATION'S IMPACTS -WE PARTNERED WITH DFAT AND USAID TO FINE-TUNE BOTH THE DESIGN AND IMPLEMENTATION OF THE LAUNCH FOOD ACCELERATOR PROGRAM, A PROGRAM THAT AIMS TO SOURCE AND SUPPORT HIGH-IMPACT, INNOVATIVE SOLUTIONS THAT ENABLE PEOPLE TO MAKE HEALTHY FOOD CHOICES -WE WORKED WITH THE LOCAL DEVELOPMENT RESEARCH INSTITUTE (LDRI) TO DEVELOP AN AGRICULTURAL INPUT DASHBOARD THAT WILL SUPPORT DECISION-MAKING TO IMPROVE MARKET EFFICIENCIES AMONG STAKEHOLDERS IN AFRICA O STRATEGIC SUPPORT FOR NUTRITION CHANGE AGENTSRESULTS FOR DEVELOPMENT PROVIDES STRATEGIC SUPPORT TO KEY CHANGE AGENTS DRIVING GLOBAL, REGIONAL AND NATIONAL EFFORTS TO TACKLE MALNUTRITION AND IMPROVE NUTRITION OUTCOMES A FEW EXAMPLES OF OUR WORK INCLUDE -DEVELOPING MULTISECTORAL NUTRITION STRATEGIES, SUCH AS OUR WORK WITH THE AFRICAN DEVELOPMENT BANK TO DEVELOP A NUTRITION ACTION PLAN-APPLYING R4D'S EXPERTISE IN ADAPTIVE LEARNING TO THE FIELD OF NUTRITION IN ORDER RAPIDLY TEST AND ADAPT PROGRAMS TO OPTIMIZE OUTCOMES-ASSESSING AND ADVISING ON INNOVATION STRATEGIES, SUCH AS OUR WORK WITH THE INNOVATIONXCHANGE (IXC) TO CONDUCT A LANDSCAPE ANALYSIS OF MALNUTRITION INTERVENTIONS IN ORDER TO IDENTIFY POTENTIAL OPPORTUNITIES FOR MAXIMUM IMPACT-DESIGNING NEW FINANCING MECHANISMS TO SUPPORT NUTRITION PROGRAM IMPLEMENTATION, SUCH AS OUR WORK WITH THE CHILDREN'S INVESTMENT FUND FOUNDATION, U K DEPARTMENT FOR INTERNATIONAL DEVELOPMENT (DFID), UBS OPTIMUS FOUNDATION TO DESIGN A CATALYTIC FINANCING FACILITY THAT WAS A PRECURSOR TO THE POWER OF NUTRITION R4D HAS SINCE PARTNERED WITH THE POWER OF NUTRITION TO SUPPORT THE REFRESH OF THEIR STRATEGYO FOSTERING INNOVATION WITH AUSTRALIAN DFAT'S INNOVATIONXCHANGEINNOVATION IS A CRUCIAL PART OF DEVELOPMENT, ENSURING THAT WE ARE WORKING BETTER, FASTER AND MORE COST EFFECTIVELY TO BUILD STRONGER HEALTH, NUTRITION AND EDUCATION SYSTEMS LAUNCHED IN 2015 BY AUSTRALIAN DFAT, THE INNOVATIONXCHANGE (IXC) AIMS TO LEAD A CHANGE OF CULTURE AT DFAT, BUILDING CAPABILITY AND CULTURE SO ALL DFAT STAFF ARE EMPOWERED TO USE INNOVATIVE APPROACHES TO MAXIMIZE THE OUTCOMES OF THEIR WORK

Form 990, Part III, Line 4c:

NUTRITION R4D WORKS WITH GLOBAL AND COUNTRY CHANGE AGENTS IN FIVE MAIN AREAS OF NUTRITION FINANCING, NUTRITION INNOVATIONS, DATA FOR DECISION MAKING IN NUTRITION, FOOD SYSTEMS AND MARKET SHAPING, SUPPORT TO KEY CHANGE AGENTS DRIVING GLOBAL, REGIONAL OR NATIONAL EFFORTS TO TACKLE MALNUTRITION KEY EXAMPLES OF OUR WORK INCLUDE -MAKING THE CASE FOR GREATER INVESTMENTS IN NUTRITION BY DEVELOPING, IN PARTNERSHIP WITH THE WORLD BANK AND 1,000 DAYS, THE NUTRITION, WHICH OUTLINED COSTS AND FINANCING SCENARIOS THAT DONORS AND GOVERNMENTS CAN FOLLOW TO ACHIEVE THE WORLD HEALTH ASSEMBLY GLOBAL NUTRITION TARGETS OVER THE NEXT 10 YEARS -WORKING WITH THE AFRICAN DEVELOPMENT BANK TO DEVELOP A MULTISECTORAL PLAN OF ACTION FOR NUTRITION TO OPERATIONALIZE AFDB PRESIDENT ADESINA'S AMBITIOUS VISION FOR IMPROVING AFRICA'S "GREY MATTER INFRASTRUCTURE "-PROVIDING DIRECT SUPPORT IN THE FORM OF COSTING, BUDGETING AND OTHER FINANCING, CAPACITY BUILDING AND STRATEGIC SUPPORT IN COUNTRIES THAT HAVE PARTICULARLY HIGH MALNUTRITION RATES, SUCH AS INDIA AND ETHIOPIA -WORKING TOGETHER WITH THE INNOVATION XCHANGE TEAM AT AUSTRALIA'S DEPARTMENT OF FOREIGN AFFAIRS AND TRADE TO MAXIMIZE THE IMPACTS OF THEIR INVESTMENTS IN NUTRITION AND DIETS INNOVATIONS INCLUDING SUPPORTING THE LAUNCH FOOD NETWORK AS IT SEEKS TO IDENTIFY BEST PRACTICES TO SUPPORT AND SCALE INNOVATIVE IDEAS TO ENABLE PEOPLE TO MAKE HEALTHY FOOD CHOICES O DATA FOR NUTRITIONRESULTS FOR DEVELOPMENT WORKS WITH A BROAD RANGE OF ACTORS TO ANSWER KEY DATA QUESTIONS AND TO SUPPORT CHANGE AGENTS WORKING TO ADDRESS MALNUTRITION WE PUT USERS AT THE HEART OF ALL OUR EFFORTS OUR APPROACH IS DEMAND-DRIVEN AND AIMS TO SOLVE REAL CHALLENGES CHANGE AGENTS ARE FACING WE CAREFULLY DESIGN USER-CENTERED DATA MONITORING TOOLS AND APPROACHES FOR GLOBAL AND NATIONAL CHANGE AGENTS ACCOMPANYING THESE PRODUCTS, WE ALSO STRENGTHEN PROCESSES AND CAPACITY IN ORDER TO SUPPORT INCREASED UPTAKE OF DATA FINALLY, WE ADVOCATE FOR IMPROVED DATA IN NUTRITION AND FOOD SYSTEMS OVER THE LAST TWO YEARS, OUR TEAM HAS SUPPORTED A VARIETY OF FOOD-SYSTEMS DATA EFFORTS IN 2016, WE DEVELOPED A SERIES OF DASHBOARDS TO SUPPORT THE BILL AND MELINDA GATES FOUNDATION AS IT TRACKED THE PROGRESSION OF AGRICULTURAL TRANSFORMATION ACROSS PRIORITY COUNTRIES BUILDING ON THIS WORK, WE PARTNERED WITH DEVELOPMENT GATEWAY AND WALLACE & ASSOCIATES TO CONDUCT A SCOPING EXERCISE TO DETERMINE IF AN AGRICULTURAL INPUT DASHBOARD COULD SUPPORT DECISION-MAKING TO IMPROVE MARKET EFFICIENCIES AMONG STAKEHOLDERS IN AFRICA OUR TEAM IS ALSO CURRENTLY PARTNERING WITH THE LOCAL DEVELOPMENT RESEARCH INSTITUTE (LDRI) ON A PROJECT TO CATALYZE DATA-DRIVEN SOLUTIONS FOR SMALLHOLDER FARMER FERTILIZER UPTAKE THROUGH THIS PROJECT, WE ARE PILOTING A NEW APPROACH TO INCENTIVIZING THE COLLECTION AND USAGE OF KEY FERTILIZER DATA TO ACCELERATE THE DELIVERY OF FERTILIZER TO SMALLHOLDER RURAL FARMERS MOST RECENTLY, R4D HAS PARTNERED WITH THE INSTITUTE FOR INTERNATIONAL PROGRAMS AT JOHNS HOPKINS BLOOMBERG SCHOOL OF PUBLIC HEALTH (IIP-JHU) AND THE INTERNATIONAL FOOD POLICY RESEARCH INSTITUTE (IFPRI) ON THE BILL AND MELINDA GATES FOUNDATION-FUNDED DATA FOR DECISIONS IN NUTRITION (DATADENT) PROJECT O NUTRITION FINANCINGAT THE GLOBAL LEVEL, R4D DEVELOPED THE FIRST-EVER FINANCING SCENARIOS WHICH INCLUDED FAIR-SHARE ANALYSIS TO ACHIEVE THE GLOBAL NUTRITION TARGETS NOW, R4D IS CONDUCTING ANALYSIS TO BETTER TRACK GLOBAL FUNDING FLOWS FROM DONORS TO THE IMPLEMENTATION OF HIGH-IMPACT INTERVENTIONS IN HIGH-BURDEN COUNTRIES INFORMATION ON HOW MUCH IS SPENT BY DONOR, COUNTRY AND INTERVENTION WILL BE USED TO IMPROVE COORDINATION, RESOURCE MOBILIZATION AND RESOURCE ALLOCATION WE ALSO SUPPORTED THE FOUNDERS OF THE POWER OF NUTRITION IN DESIGNING THIS INNOVATIVE RESOURCE MOBILIZATION MECHANISM FOR NUTRITION ADDITIONALLY, R4D SUPPORTS IMPROVED NUTRITION FINANCE IN SOME OF THE HIGHEST-BURDEN COUNTRIES IN THE WORLD OUR ONGOING PROGRAM OF WORK IN ETHIOPIA SUPPORTS THE FEDERAL MINISTRY OF HEALTH IN DEVELOPING CAPACITY TO TRACK BUDGET ALLOCATIONS AND EXPENDITURES FROM ALL-SOURCES, INCLUDING ON- AND OFF-BUDGET CONTRIBUTIONS ACROSS SECTORS THAT ARE NOT TYPICALLY CONSOLIDATED, AND TO USE THIS INFORMATION FOR IMPROVED PLANNING, ACCOUNTABILITY AND STAKEHOLDER COORDINATION WE HAVE ALSO SUPPORTED LOCAL CHANGE AGENTS IN THE INDIAN STATE OF RAJASTHAN AND IN NIGERIA WITH IMPROVED PROGRAM COSTING AND FINANCIAL ANALYSIS TO INFORM POLICY AND PLANNING DISCUSSIONS O CATALYZING DATA-DRIVEN SOLUTIONS FOR SMALLHOLDER FARMER FERTILIZER UPTAKER4D AND THE LOCAL DEVELOPMENT RESEARCH INSTITUTE ARE PILOTING A NEW APPROACH TO INCENTIVIZE THE COLLECTION AND USAGE OF KEY FERTILIZER DATA TO ACCELERATE THE DELIVERY OF FERTILIZER TO SMALLHOLDER RURAL FARMERS THE FERTILIZER MARKET IN MOST COUNTRIES, PARTICULARLY IN LOW-INCOME CONTEXTS, IS WORRISOMELY DATA POOR IN PARTNERSHIP WITH THE LOCAL DEVELOPMENT RESEARCH INSTITUTE, R4D HAS DEVELOPED A DATA-DRIVEN INNOVATION TO PROVIDE FARMERS AND VENDORS WITH FERTILIZER INFORMATION THEY NEED THE MAZAO PLUS+ SMS SERVICE AND APPLICATION ENABLES THE COLLECTION AND USAGE OF KEY FERTILIZER MARKET DATA TO ACCELERATE IMPROVEMENT OF MARKET EFFICIENCIES SUCH AS LINKING FERTILIZER VENDORS TO FARMERS FOR TIMELY DELIVERY OF FERTILIZER IN FAVOR OF SMALLHOLDER FARMERS AGRO-DEALERS, ALSO KNOWN AS FERTILIZER VENDORS, PROVIDE AGRICULTURE INPUTS TO FARMERS AND SUPPLY DATA TO MAZAO+ BY ENTERING INFORMATION ON THE PROVISION OF FERTILIZER TYPE AND PRICE SMALLHOLDER FARMERS RECEIVE INFORMATION ON THE LOCATION OF THE THREE NEAREST FERTILIZER VENDORS AS WELL AS THE PRICE AND TYPE OF FERTILIZER THEY STOCK THROUGH THIS SERVICE, FARMERS AND VENDORS ARE PROVIDED THE INFORMATION THEY NEED TO HELP INCREASE ACCESS TO FERTILIZER WE ARE CURRENTLY TESTING OUR PILOT APPROACH IN MURANG'A COUNTY, KENYA, WORKING WITH LOCAL GOVERNMENT PARTNERS AS WELL AS LOCAL FERTILIZER VENDORS TO REFINE THE MODEL AND DEMONSTRATE PROOF OF CONCEPT IF SUCCESSFUL, WE BELIEVE THIS DATA-DRIVEN APPROACH TO LEVERAGING FERTILIZER SUPPLY AND CONSUMPTION DATA TOWARDS A BETTER FUNCTIONING LOCAL FERTILIZER MARKET CAN BE SCALED TO A NUMBER OF OTHER LOW-INCOME GEOGRAPHIES IN SUB-SAHARAN AFRICA AS WELL AS SOUTH AND SOUTHEAST ASIA

Form 990, Part VII - Compensation of Officers, Directors,Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position: Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former	(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
DAVID DE FERRANTI CHAIR/SENIOR FELLOW	40 00	X		X				290,630	0	19,956
MARK HINKLEY VICE CHAIR	3 00	X		X				0	0	0
OZGUR KARAOSMANOGLU TREASURER	3 00	X		X				0	0	0
JANO CABRERA SECRETARY	3 00	X		X				0	0	0
OLIVIER LAFOURCADE DIRECTOR	3 00	X						0	0	0
ROBERTO DANINO DIRECTOR	3 00	X						0	0	0
JULIO FRENK DIRECTOR	3 00	X						0	0	0
DOUG HATTAWAY DIRECTOR	3 00	X						0	0	0
FOLA LAOYE DIRECTOR	3 00	X						0	0	0
DZINGAI MUTUMBUKA DIRECTOR	3 00	X						0	0	0

Form 990, Part VII - Compensation of Officers, Directors,Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

(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
NGOZI OKONJO-IWEALA DIRECTOR	3 00	X						0	0	0
JORGE QUIROGA DIRECTOR	3 00	X						0	0	0
JOZEF RITZEN DIRECTOR	3 00	X						0	0	0
HENRY SCHIRMER DIRECTOR	3 00	X						0	0	0
KY AMOAKO DIRECTOR UNTIL 08/2017	3 00	X						0	0	0
CARLA A HILLS DIRECTOR UNTIL 08/2017	3 00	X						0	0	0
SANGITA REDDY DIRECTOR UNTIL 01/2017	3 00	X						0	0	0
GINA LAGOMARSINO PRESIDENT & CEO	40 00			X				356,325	0	22,913
QUOC NGUYEN CHIEF FINANCIAL OFFICER	40 00			X				186,809	0	32,817
HEATHER LUCA CHIEF COMMUNICATIONS OFFICER	40 00				X			171,499	0	38,788

Form 990, Part VII - Compensation of Officers, Directors,Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position: Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former	(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
WILLIAM MAKINEN EXECUTIVE VICE PRESIDENT	40 00				X			313,699	0	58,093
NATHANIEL HELLER EXECUTIVE VICE PRESIDENT	40 00				X			309,626	0	61,168
AMY BLACK EXECUTIVE VICE PRESIDENT UNTIL 03/2018	40 00				X			251,028	0	13,343
AUGUSTIN FLORY MANAGING DIRECTOR UNTIL 02/2017	40 00				X			205,146	0	1,350
CHERYL CASHIN SENIOR PROGRAM DIRECTOR	40 00				X			201,393	0	43,621
CHRIS ATIM SENIOR PROGRAM DIRECTOR	40 00				X			175,214	0	21,809
COURTNEY TOLMIE SENIOR PROGRAM DIRECTOR	40 00				X			154,843	0	23,902
GRACE CHEE SENIOR PROGRAM DIRECTOR	40 00				X			178,355	0	9,497
AMANDA FOLSOM SENIOR PROGRAM DIRECTOR	40 00				X			170,743	0	37,247
RYAN NOLL CHIEF PEOPLE OFFICER	40 00					X		158,572	0	32,677

Form 990, Part VII - Compensation of Officers, Directors,Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

(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)						(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
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
NICHOLAS BURNETT EXECUTIVE VICE PRESIDENT UNTIL 04/2017	40 00					X		100,838	0	6,952
CAMMIE LEE PROGRAM DIRECTOR	40 00					X		125,040	0	10,418
CASEY SANTIAGO PROGRAM DIRECTOR	40 00					X		162,989	0	13,461
NATHAN BLANCHET PROGRAM DIRECTOR	40 00					X		146,263	0	48,077

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.**

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

OMB No 1545-0047

2017

Open to Public Inspection

Name of the organization	Employer identification number
RESULTS FOR DEVELOPMENT INSTITUTE INC	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 12, 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 (Form 990 or 990-EZ))

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 agricultural research organization described in **170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land grant college of agriculture See instructions Enter the name, city, and state of the college or university

10 ☐ An organization that normally receives (1) more than 331/3% 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 331/3% 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)

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

12 ☐ 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 in lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g

a ☐ **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization **You must complete Part IV, Sections A and B.**

b ☐ **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s) **You must complete Part IV, Sections A and C.**

c ☐ **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions) **You must complete Part IV, Sections A, D, and E.**

d ☐ **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions) **You must complete Part IV, Sections A and D, and Part V.**

e ☐ Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization

f Enter the number of supported organizations

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

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1- 10 above (see instructions))	(iv) Is the organization listed in your governing document? Yes	No	(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
Total						

Part II **Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv), 170(b)(1)(A)(vi), and 170 (b)(1)(A)(ix)**
(Complete only if you checked the box on line 5, 7, 8, or 9 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) 2013	(b) 2014	(c) 2015	(d) 2016	(e) 2017	(f) Total
1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grant ")	7,750,499	12,713,431	19,316,015	27,673,545	29,324,861	96,778,351
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	7,750,499	12,713,431	19,316,015	27,673,545	29,324,861	96,778,351
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)						47,750,567
6 **Public support.** Subtract line 5 from line 4						49,027,784

Section B. Total Support

Calendar year (or fiscal year beginning in) ▶	(a)2013	(b)2014	(c)2015	(d)2016	(e)2017	(f)Total
7 Amounts from line 4	7,750,499	12,713,431	19,316,015	27,673,545	29,324,861	96,778,351
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources	28,670	17,585	16,953	137,462	63,871	264,541
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 VI)	4,536	645	30,014	3,587	8,625	47,407
11 **Total support.** Add lines 7 through 10						97,090,299

12 Gross receipts from related activities, etc (see instructions) | 12 | 25,763,434

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

Section C. Computation of Public Support Percentage

14 Public support percentage for 2017 (line 6, column (f) divided by line 11, column (f)) | 14 | 50 500 %

15 Public support percentage for 2016 Schedule A, Part II, line 14 | 15 | 50 680 %

16a **33 1/3% support test—2017.** 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—2016.** 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—2017.** 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 VI how the organization meets the "facts-and-circumstances" test The organization qualifies as a publicly supported organization ▶ ☐

b **10%-facts-and-circumstances test—2016.** 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 VI 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 10 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) 2013	(b) 2014	(c) 2015	(d) 2016	(e) 2017	(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) 2013	(b) 2014	(c) 2015	(d) 2016	(e) 2017	(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 VI)						
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 section 501(c)(3) organization, check this box and **stop here** ▶ ☐

Section C. Computation of Public Support Percentage

15	Public support percentage for 2017 (line 8, column (f) divided by line 13, column (f))	15	
16	Public support percentage from 2016 Schedule A, Part III, line 15	16	

Section D. Computation of Investment Income Percentage

17	Investment income percentage for **2017** (line 10c, column (f) divided by line 13, column (f))	17	
18	Investment income percentage from **2016** Schedule A, Part III, line 17	18	

19a **331/3% support tests—2017.** 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—2016.** 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 Supporting Organizations

(Complete only if you checked a box on line 12 of Part I If you checked 12a of Part I, complete Sections A and B If you checked 12b of Part I, complete Sections A and C If you checked 12c of Part I, complete Sections A, D, and E If you checked 12d of Part I, complete Sections A and D, and complete Part V)

Section A. All Supporting Organizations

			Yes	No
1	Are all of the organization's supported organizations listed by name in the organization's governing documents? *If "No," describe in **Part VI** how the supported organizations are designated If designated by class or purpose, describe the designation If historic and continuing relationship, explain*	1		
2	Did the organization have any supported organization that does not have an IRS determination of status under section 509 (a)(1) or (2)? *If "Yes," explain in **Part VI** how the organization determined that the supported organization was described in section 509(a)(1) or (2)*	2		
3a	Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? *If "Yes," answer (b) and (c) below*	3a		
b	Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? *If "Yes," describe in **Part VI** when and how the organization made the determination*	3b		
c	Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? *If "Yes," explain in **Part VI** what controls the organization put in place to ensure such use*	3c		
4a	Was any supported organization not organized in the United States ("foreign supported organization")? *If "Yes" and if you checked 12a or 12b in Part I, answer (b) and (c) below*	4a		
b	Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? *If "Yes," describe in **Part VI** how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations*	4b		
c	Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? *If "Yes," explain in **Part VI** what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes*	4c		
5a	Did the organization add, substitute, or remove any supported organizations during the tax year? *If "Yes," answer (b) and (c) below (if applicable) Also, provide detail in **Part VI,** including (i) the names and EIN numbers of the supported organizations added, substituted, or removed, (ii) the reasons for each such action, (iii) the authority under the organization's organizing document authorizing such action, and (iv) how the action was accomplished (such as by amendment to the organizing document)*	5a		
b	**Type I or Type II only.** Was any added or substituted supported organization part of a class already designated in the organization's organizing document?	5b		
c	**Substitutions only.** Was the substitution the result of an event beyond the organization's control?	5c		
6	Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? *If "Yes," provide detail in **Part VI.***	6		
7	Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? *If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ)*	7		
8	Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? *If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ)*	8		
9a	Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? *If "Yes," provide detail in **Part VI.***	9a		
b	Did one or more disqualified persons (as defined in line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? *If "Yes," provide detail in **Part VI.***	9b		
c	Did a disqualified person (as defined in line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? *If "Yes," provide detail in **Part VI.***	9c		
10a	Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? *If "Yes," answer line 10b below*	10a		
b	Did the organization have any excess business holdings in the tax year? *(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings)*	10b		

Part IV Supporting Organizations (continued)

			Yes	No
11	Has the organization accepted a gift or contribution from any of the following persons?			
a	A person who directly or indirectly controls, either alone or together with persons described in (b) and (c) below, the governing body of a supported organization?	**11a**		
b	A family member of a person described in (a) above?	**11b**		
c	A 35% controlled entity of a person described in (a) or (b) above? *If "Yes" to a, b, or c, provide detail in Part VI*	**11c**		

Section B. Type I Supporting Organizations

			Yes	No
1	Did the directors, trustees, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's directors or trustees at all times during the tax year? *If "No," describe in **Part VI** how the supported organization(s) effectively operated, supervised, or controlled the organization's activities If the organization had more than one supported organization, describe how the powers to appoint and/or remove directors or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year*	**1**		
2	Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? *If "Yes," explain in **Part VI** how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised or controlled the supporting organization*	**2**		

Section C. Type II Supporting Organizations

			Yes	No
1	Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? *If "No," describe in **Part VI** how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s)*	**1**		

Section D. All Type III Supporting Organizations

			Yes	No
1	Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?	**1**		
2	Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization (s) or (ii) serving on the governing body of a supported organization? *If "No," explain in **Part VI** how the organization maintained a close and continuous working relationship with the supported organization(s)*	**2**		
3	By reason of the relationship described in (2), did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? *If "Yes," describe in **Part VI** the role the organization's supported organizations played in this regard*	**3**		

Section E. Type III Functionally-Integrated Supporting Organizations

1 Check the box next to the method that the organization used to satisfy the Integral Part Test during the year **(see instructions)**

- **a** ☐ The organization satisfied the Activities Test Complete **line 2** below
- **b** ☐ The organization is the parent of each of its supported organizations Complete **line 3** below
- **c** ☐ The organization supported a governmental entity Describe in **Part VI** how you supported a government entity (see instructions)

			Yes	No
2	Activities Test **Answer (a) and (b) below.**			
a	Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? *If "Yes," then in **Part VI identify those supported organizations and explain** how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities*	**2a**		
b	Did the activities described in (a) constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? *If "Yes," explain in **Part VI** the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement*	**2b**		
3	Parent of Supported Organizations **Answer (a) and (b) below.**			
a	Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? *Provide details in **Part VI.***	**3a**		
b	Did the organization exercise a substantial degree of direction over the policies, programs and activities of each of its supported organizations? *If "Yes," describe in **Part VI.** the role played by the organization in this regard*	**3b**		

Part V **Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations**

1 ☐ Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov 20, 1970 (explain in Part VI) **See instructions.** All other Type III non-functionally integrated supporting organizations must complete Sections A through E

	Section A - Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1	Net short-term capital gain	1		
2	Recoveries of prior-year distributions	2		
3	Other gross income (see instructions)	3		
4	Add lines 1 through 3	4		
5	Depreciation and depletion	5		
6	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6		
7	Other expenses (see instructions)	7		
8	**Adjusted Net Income** (subtract lines 5, 6 and 7 from line 4)	8		

	Section B - Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year)	1		
a	Average monthly value of securities	1a		
b	Average monthly cash balances	1b		
c	Fair market value of other non-exempt-use assets	1c		
d	**Total** (add lines 1a, 1b, and 1c)	1d		
e	**Discount** claimed for blockage or other factors (explain in detail in Part VI)			
2	Acquisition indebtedness applicable to non-exempt use assets	2		
3	Subtract line 2 from line 1d	3		
4	Cash deemed held for exempt use Enter 1-1/2% of line 3 (for greater amount, see instructions)	4		
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5		
6	Multiply line 5 by 035	6		
7	Recoveries of prior-year distributions	7		
8	**Minimum Asset Amount** (add line 7 to line 6)	8		

	Section C - Distributable Amount			Current Year
1	Adjusted net income for prior year (from Section A, line 8, Column A)	1		
2	Enter 85% of line 1	2		
3	Minimum asset amount for prior year (from Section B, line 8, Column A)	3		
4	Enter greater of line 2 or line 3	4		
5	Income tax imposed in prior year	5		
6	**Distributable Amount.** Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions)	6		

7 ☐ Check here if the current year is the organization's first as a non-functionally-integrated Type III supporting organization (see instructions)

Part V **Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations (continued)**

Section D - Distributions	Current Year
1 Amounts paid to supported organizations to accomplish exempt purposes	
2 Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	
3 Administrative expenses paid to accomplish exempt purposes of supported organizations	
4 Amounts paid to acquire exempt-use assets	
5 Qualified set-aside amounts (prior IRS approval required)	
6 Other distributions (describe in **Part VI**) See instructions	
7 **Total annual distributions.** Add lines 1 through 6	
8 Distributions to attentive supported organizations to which the organization is responsive (provide details in **Part VI**) See instructions	
9 Distributable amount for 2017 from Section C, line 6	
10 Line 8 amount divided by Line 9 amount	

Section E - Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2017	(iii) Distributable Amount for 2017
1 Distributable amount for 2017 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2017 (reasonable cause required-- explain in Part VI) See instructions			
3 Excess distributions carryover, if any, to 2017			
a			
b From 2013.			
c From 2014.			
d From 2015.			
e From 2016.			
f **Total** of lines 3a through e			
g Applied to underdistributions of prior years			
h Applied to 2017 distributable amount			
i Carryover from 2012 not applied (see instructions)			
j Remainder Subtract lines 3g, 3h, and 3i from 3f			
4 Distributions for 2017 from Section D, line 7 $			
a Applied to underdistributions of prior years			
b Applied to 2017 distributable amount			
c Remainder Subtract lines 4a and 4b from 4			
5 Remaining underdistributions for years prior to 2017, if any Subtract lines 3g and 4a from line 2 If the amount is greater than zero, explain in Part VI See instructions			
6 Remaining underdistributions for 2017 Subtract lines 3h and 4b from line 1 If the amount is greater than zero, explain in Part VI See instructions			
7 **Excess distributions carryover to 2018.** Add lines 3j and 4c			
8 Breakdown of line 7			
a Excess from 2013.			
b Excess from 2014.			
c Excess from 2015.			
d Excess from 2016.			
e Excess from 2017.			

Part VI **Supplemental Information.** Provide the explanations required by Part II, line 10, Part II, line 17a or 17b, Part III, line 12, Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c, Part IV, Section B, lines 1 and 2, Part IV, Section C, line 1, Part IV, Section D, lines 2 and 3, Part IV, Section E, lines 1c, 2a, 2b, 3a and 3b, Part V, line 1, Part V, Section B, line 1e, Part V Section D, lines 5, 6, and 8, and Part V, Section E, lines 2, 5, and 6 Also complete this part for any additional information (See instructions)

Facts And Circumstances Test

990 Schedule A, Supplemental Information

Return Reference	Explanation
SCHEDULE A, PART II, LINE 10, EXPLANATION OF OTHER INCOME	OTHER INCOME - 2013 AMOUNT $ 4,536 2014 AMOUNT $ 645 2015 AMOUNT $ 30,014 2016 AMOUNT $ 3,587 2017 AMOUNT $ 8,625

efile GRAPHIC print - DO NOT PROCESS | As Filed Data - | DLN: 93493220012008

SCHEDULE D (Form 990)

Department of the Treasury Internal Revenue Service

Supplemental Financial Statements

▶ Complete if the organization answered "Yes," on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.
▶ Attach to Form 990.
Information about Schedule D (Form 990) and its instructions is at *www.irs.gov/form990*.

OMB No 1545-0047

2017

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" on Form 990, Part IV, line 6.

		(a) Donor advised funds	(b) Funds and other accounts
1	Total number at end of year		
2	Aggregate value of contributions to (during year)		
3	Aggregate value of 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" on 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, handling of violations, and enforcing conservation easements during the year ▶ ____________

7 Amount of expenses incurred in monitoring, inspecting, handling of violations, 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" on 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) Revenue included on 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 Revenue included on Form 990, Part VIII, line 1 ▶ $ ____________

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

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

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

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

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

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

Part IV **Escrow and Custodial Arrangements.**
Complete if the organization answered "Yes" on 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**

			Amount
b	If "Yes," explain the arrangement in Part XIII and complete the following table		
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, for escrow or custodial account liability? ☐ **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" on 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 on 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" on 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" on 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		1,686,090	394,779	1,291,311
d Equipment		298,417	257,859	40,558
e Other		922,580	441,581	480,999
Total. Add lines 1a through 1e *(Column (d) must equal Form 990, Part X, column (B), line 10(c))* . . ▶				1,812,868

Part VII Investments—Other Securities. Complete if the organization answered "Yes" on 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		
(3)Other		
(A)		
(B)		
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
Total. *(Column (b) must equal Form 990, Part X, col (B) line 12)* ▶		

Part VIII Investments—Program Related.
Complete if the organization answered 'Yes' on 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
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
Total. *(Column (b) must equal Form 990, Part X, col (B) line 13)* ▶		

Part IX Other Assets. Complete if the organization answered 'Yes' on Form 990, Part IV, line 11d See Form 990, Part X, line 15

(a) Description	(b) Book value
(1)	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. *(Column (b) must equal Form 990, Part X, col (B) line 15)* ▶	

Part X Other Liabilities. Complete if the organization answered 'Yes' on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
DEFERRED RENT	1,461,725
DEFERRED UPLIFTING ALLOWANCE	1,665,867
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. *(Column (b) must equal Form 990, Part X, col (B) line 25)* ▶	3,127,592

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' on Form 990, Part IV, line 12a.

1	Total revenue, gains, and other support per audited financial statements			1	32,802,633
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12				
a	Net unrealized gains (losses) 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			
e	Add lines **2a** through **2d**			2e	0
3	Subtract line **2e** from line **1**			3	32,802,633
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	32,802,633

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

1	Total expenses and losses per audited financial statements			1	26,748,121
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	-11,075		
e	Add lines **2a** through **2d**			2e	-11,075
3	Subtract line **2e** from line **1**			3	26,759,196
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	26,759,196

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
See Additional Data Table	

Part XIII **Supplemental Information** ***(continued)***

Return Reference	Explanation

Additional Data

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

Supplemental Information

Return Reference	Explanation
PART X, LINE 2	R4D IS GENERALLY EXEMPT FROM FEDERAL INCOME TAXES UNDER THE PROVISIONS OF SECTION 501(C)(3) OF THE INTERNAL REVENUE CODE IN ADDITION, R4D QUALIFIES FOR CHARITABLE CONTRIBUTION DED UCTIONS AND HAS BEEN CLASSIFIED AS AN ORGANIZATION THAT IS NOT A PRIVATE FOUNDATION INCOM E THAT IS NOT RELATED TO EXEMPT PURPOSES, LESS APPLICABLE DEDUCTIONS, IS SUBJECT TO FEDERA L AND STATE CORPORATE INCOME TAXES R4D DID NOT HAVE ANY NET UNRELATED BUSINESS INCOME FOR THE YEARS ENDED DECEMBER 31, 2017 AND 2016 R4D FOLLOWS THE ACCOUNTING STANDARD ON ACCOUN TING FOR UNCERTAINTY IN INCOME TAXES, WHICH ADDRESSES THE DETERMINATION OF WHETHER TAX BEN EFITS CLAIMED OR EXPECTED TO BE CLAIMED ON A TAX RETURN SHOULD BE RECORDED IN THE FINANCIA L STATEMENTS UNDER THIS GUIDANCE, R4D MAY RECOGNIZE THE TAX BENEFIT FROM AN UNCERTAIN TAX POSITION ONLY IF IT IS MORE LIKELY THAN NOT THAT THE TAX POSITION WILL BE SUSTAINED ON EX AMINATION BY TAXING AUTHORITIES BASED ON THE TECHNICAL MERITS OF THE POSITION THE TAX BEN EFITS RECOGNIZED IN THE FINANCIAL STATEMENTS FROM SUCH A POSITION ARE MEASURED BASED ON TH E LARGEST BENEFIT THAT HAS A GREATER THAN 50% LIKELIHOOD OF BEING REALIZED UPON ULTIMATE S ETTLEMENT THE GUIDANCE ON ACCOUNTING FOR UNCERTAINTY IN INCOME TAXES ALSO ADDRESSES DE-RE COGNITION, CLASSIFICATION, INTEREST AND PENALTIES ON INCOME TAXES AND ACCOUNTING IN INTERI M PERIODS R4D HAD NO SUCH POSITIONS RECORDED IN THE FINANCIAL STATEMENTS AT DECEMBER 31, 2017 AND 2016 GENERALLY, R4D IS NO LONGER SUBJECT TO U S FEDERAL INCOME TAX EXAMINATIONS BY TAX AUTHORITIES FOR YEARS BEFORE 2014

Supplemental Information

Return Reference	Explanation
PART XII, LINE 2D - OTHER ADJUSTMENTS	RETURN OF UNSPENT GRANT FUNDS -11,075

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SCHEDULE F (Form 990)

Department of the Treasury
Internal Revenue Service

Statement of Activities Outside the United States

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

▶ Attach to Form 990.

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

OMB No 1545-0047

2017

Open to Public Inspection

Name of the organization	Employer identification number
RESULTS FOR DEVELOPMENT INSTITUTE INC	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 Activities 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
See Add'l Data					
3a Sub-total	2	6			2,198,199
b Total from continuation sheets to Part I					0
c **Totals** (add lines 3a and 3b)	2	6			2,198,199

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 . . . . ▶ 17

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

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 separately 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, do not file with Form 990)* ☐ 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 separately file Form 5713, International Boycott Report (see Instructions for Form 5713, do not file with Form 990)* ☐ 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).

Return Reference	Explanation
PART I, LINE 2	R4D MONITORS A MONTHLY VERIFICATION OF BANK STATEMENTS, MONTHLY AUDIT OF RECEIPTS AND EXPENSE CLASSIFICATION BY SENIOR FINANCE STAFF, AND ORGANIZATION PROGRAM STAFF IS ON THE GROUND IN COUNTRY IN COUNTRY CHECKS AND BALANCES ACCORDING TO GAAP AS WELL AS HEADQUARTERS CHECKS AND BALANCES BASED OFF PROPER INTERNAL CONTROLS AND GAAP ENSURE DATA INTEGRITY AND PROPER EXPENSE REPORTING

Additional Data

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

Form 990 Schedule F Part I - Activities Outside The United States

(a) Region	(b) Number of offices in the region	(c) Number of employees or agents in region	(d) Activities conducted in region (by type) (i e , fundraising, program services, 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 region
SUB-SAHARAN AFRICA	2	6	PROGRAM SERVICES	SUPPORT OF SCALING UP ACCESS TO AMOXICILLIN DT	45,294
EUROPE (INCLUDING ICELAND & GREENLAND)	0	0	GRANTS TO RECIPIENTS LOCATED IN REGION		985,085

Form 990 Schedule F Part I - Activities Outside The United States

(a) Region	(b) Number of offices in the region	(c) Number of employees or agents in region	(d) Activities conducted in region (by type) (i e , fundraising, program services, 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 region
RUSSIA AND NEIGHBORING STATES	0	0	GRANTS TO RECIPIENTS LOCATED IN REGION		69,561
SUB-SAHARAN AFRICA	0	0	GRANTS TO RECIPIENTS LOCATED IN REGION		1,098,259

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)
		EUROPE (INCLUDING ICELAND & GREENLAND)	MEASURING UNDER AND OVER DIAGNOSIS OF CHILDHOOD PNEUMONIA IN TANZANIA	799,045	WIRE			
		EUROPE (INCLUDING ICELAND & GREENLAND)	CHMI LEARNING EXCHANGE	8,000	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)
		EUROPE (INCLUDING ICELAND & GREENLAND)	EARLY CHILDHOOD WORKFORCE INITIATIVE	20,000	WIRE			
		EUROPE (INCLUDING ICELAND & GREENLAND)	SCALING UP ACCESS TO AMOXICILLIN DT	158,040	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)
		RUSSIA AND NEIGHBORING STATES	LEARNING NETWORK FOR COUNTRIES IN TRANSITION	69,561	WIRE			
		SUB-SAHARAN AFRICA	CHMI LEARNING EXCHANGE	8,000	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	CHMI LEARNING EXCHANGE	8,000	WIRE			
		SUB-SAHARAN AFRICA	DESIGN AND IMPLEMENTATION OF PER-PAYMENT STRATEGIC PURCHASING SCHEME FOR PHC	378,000	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	CHMI LEARNING EXCHANGE	8,000	WIRE			
		SUB-SAHARAN AFRICA	SCALING UP ACCESS TO AMOXICILLIN DT	585	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	CHMI LEARNING EXCHANGE	8,000	WIRE			
		SUB-SAHARAN AFRICA	SCALING UP ACCESS TO AMOXICILLIN DT	182,777	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	MEASURING UNDER AND OVER DIAGNOSIS OF CHILDHOOD PNEUMONIA IN TANZANIA	17,541	WIRE			
		SUB-SAHARAN AFRICA	MEASURING UNDER AND OVER DIAGNOSIS OF CHILDHOOD PNEUMONIA IN TANZANIA	52,400	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	SCALING UP ACCESS TO AMOXICILLIN DT	271,335	WIRE			
		SUB-SAHARAN AFRICA	CHMI LEARNING EXCHANGE	8,000	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	NIGERIA HEALTH FINANCING PROJECT SUB-NATIONAL LEARNING NETWORK	154,843	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," on 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

2017

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 Domestic Organizations and Domestic Governments.

Complete if the organization answered "Yes" on 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 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 noncash assistance	(h) Purpose of grant or assistance
(1) See Additional Data							
(2)							
(3)							
(4)							
(5)							
(6)							
(7)							
(8)							
(9)							
(10)							
(11)							
(12)							

2 Enter total number of section 501(c)(3) and government organizations listed in the line 1 table . . . . . ▶ 7

3 Enter total number of other organizations listed in the line 1 table . . . . . ▶ 2

Part III **Grants and Other Assistance to Domestic Individuals.** Complete if the organization answered "Yes" on 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 noncash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of noncash assistance
(1)					
(2)					
(3)					
(4)					
(5)					
(6)					
(7)					

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	R4D MAINTAINS A ROBUST PROCUREMENT PROCESS AND EDUCATION OF PROGRAM STAFF TO MONITOR THE USE OF GRANT FUNDS THE PROGRAM TEAM ALONGSIDE WITH THEIR PARTNERS REVIEWS ALL FINANCIAL REPORTS FOR ACCURACY, APPROPRIATE DOCUMENTATION, ADHERENCE TO APPROVED BUDGET, ADHERENCE TO SIGNED AGREEMENT, AND USAID COMPLIANCE MONTHLY AND QUARTERLY EXPENDITURE REPORTS ARE REVIEWED AND DISCUSSED BETWEEN R4D FINANCE AND PROGRAM STAFF AND COMPARED TO THE ALLOWABLE EXPENDITURES OF THE GRANTEE

Additional Data

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

Form 990,Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(a) Name and address of organization or government	(b) EIN	(c) IRC 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
ABT ASSOCIATES PO BOX 84-5586 BOSTON, MA 022845586	04-2347643		402,688				RAPID FEEDBACK MONITORING, EVALUATION, RESEARCH AND LEARNING
DUKE UNIVERSITY GLOBAL HEALTH INNOVATION CENTER PO BOX 104132 DURHAM, NC 27708	56-0532129	501(C)(3)	170,136				ADVANCE UNIVERSAL HEALTH COVERAGE IN SUB-SAHARAN AFRICA

Form 990,Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(a) Name and address of organization or government	(b) EIN	(c) IRC 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
FEED THE CHILDREN INC PO BOX 36 OKLAHOMA CITY, OK 73101	73-6108657	501(C)(3)	39,697				AFRICAN COLLABORATIVE FOR HEALTH FINANCIANG SOLUTIONS
ID INSIGHT INC 576 SACRAMENTO ST 1ST FLOOR SAN FRANCISCO, CA 94111	27-4933181	501(C)(3)	209,325				SCALING UP ACCESS TO CHILDHOOD PNEUMONIA TREATMENT IN TANZANIA

Form 990,Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(a) Name and address of organization or government	(b) EIN	(c) IRC 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
MATHEMATICA POLICY RESEARCH PO BOX 2393 PRINCETON, NJ 085432393	22-2112296		156,856				RAPID FEEDBACK MONITORING, EVALUATION, RESEARCH AND LEARNING
PATH 2201 WESTLAKE AVENUE SUITE 200 SEATTLE, WA 98121	91-1157127	501(C)(3)	60,000				JLN PPM-IT COLLABORATIVE TOOLKIT

Form 990,Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(a) Name and address of organization or government	**(b)** EIN	**(c)** IRC 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
POPULATION SERVICES INTERNATIONAL (PSI) 1120 19TH STREET NW SUITE 600 WASHINGTON, DC 20036	56-0942853	501(C)(3)	50,000				COSTS AND BENEFITS OF INVESTING IN PHC TO ADVANCE "VERTICAL" OUTCOME
THE IHANGANE PROJECT 206 SANTA CLARA AVENUE APTOS, CA 95003	26-2490827	501(C)(3)	8,000				CHMI LEARNING EXCHANGE

Form 990,Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(a) Name and address of organization or government	**(b)** EIN	**(c)** IRC 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
UNIVERSITY OF NOTRE DAME - RSPA 836A GRAVE HALL NOTRE DAME, IN 46556	35-0868188	501(C)(3)	60,653				RAPID FEEDBACK MONITORING, EVALUATION, RESEARCH AND LEARNING

Schedule J (Form 990)

Compensation Information

OMB No 1545-0047

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees
▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 23.
▶ Attach to Form 990.
▶ Information about Schedule J (Form 990) and its instructions is at *www.irs.gov/form990*.

2017

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

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 on 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 on 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), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.			
5	For persons listed on 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," on line 5a or 5b, describe in Part III	5b		No
6	For persons listed on 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," on line 6a or 6b, describe in Part III	6b		No
7	For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described in lines 5 and 6? If "Yes," describe in Part III	7	Yes	
8	Were any amounts reported on 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" on 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 on 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 in column (B) reported as deferred on prior Form 990
		(i) Base compensation	**(ii)** Bonus & incentive compensation	**(iii)** Other reportable compensation				
See Additional Data Table								

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, 2017, 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 and Title		(B) Breakdown of W-2 and/or 1099-MISC compensation (i) Base Compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation	(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
1DAVID DE FERRANTI CHAIR/SENIOR FELLOW	(i)	286,252	0	4,378	19,614	1,248	311,492	0
	(ii)	0	0	0	0	0	0	0
1GINA LAGOMARSINO PRESIDENT & CEO	(i)	315,000	41,100	225	22,913	1,567	380,805	0
	(ii)	0	0	0	0	0	0	0
2QUOC NGUYEN CHIEF FINANCIAL OFFICER	(i)	179,227	7,400	182	2,908	31,237	220,954	0
	(ii)	0	0	0	0	0	0	0
3HEATHER LUCA CHIEF COMMUNICATIONS OFFICER	(i)	164,805	6,591	103	11,177	29,189	211,865	0
	(ii)	0	0	0	0	0	0	0
4WILLIAM MAKINEN EXECUTIVE VICE PRESIDENT	(i)	284,856	26,100	2,743	19,807	39,622	373,128	0
	(ii)	0	0	0	0	0	0	0
5NATHANIEL HELLER EXECUTIVE VICE PRESIDENT	(i)	283,310	26,100	216	21,040	41,695	372,361	0
	(ii)	0	0	0	0	0	0	0
6AMY BLACK EXECUTIVE VICE PRESIDENT UNTIL 03/20	(i)	250,812	0	216	0	14,910	265,938	0
	(ii)	0	0	0	0	0	0	0
7AUGUSTIN FLORY MANAGING DIRECTOR UNTIL 02/2017	(i)	197,533	7,350	263	0	3,850	208,996	0
	(ii)	0	0	0	0	0	0	0
8CHERYL CASHIN SENIOR PROGRAM DIRECTOR	(i)	193,195	7,893	305	12,974	32,108	246,475	0
	(ii)	0	0	0	0	0	0	0
9CHRIS ATIM SENIOR PROGRAM DIRECTOR	(i)	167,725	6,779	710	8,472	14,619	198,305	0
	(ii)	0	0	0	0	0	0	0
10COURTNEY TOLMIE SENIOR PROGRAM DIRECTOR	(i)	148,902	5,856	85	10,532	14,660	180,035	0
	(ii)	0	0	0	0	0	0	0
11GRACE CHEE SENIOR PROGRAM DIRECTOR	(i)	170,317	7,725	313	9,467	1,365	189,187	0
	(ii)	0	0	0	0	0	0	0
12AMANDA FOLSOM SENIOR PROGRAM DIRECTOR	(i)	163,941	6,696	106	11,634	26,868	209,245	0
	(ii)	0	0	0	0	0	0	0
13RYAN NOLL CHIEF PEOPLE OFFICER	(i)	152,491	6,000	81	9,927	23,918	192,417	0
	(ii)	0	0	0	0	0	0	0
14CASEY SANTIAGO PROGRAM DIRECTOR	(i)	156,536	6,365	88	10,861	3,859	177,709	0
	(ii)	0	0	0	0	0	0	0
15NATHAN BLANCHET PROGRAM DIRECTOR	(i)	140,355	5,822	86	9,450	39,842	195,555	0
	(ii)	0	0	0	0	0	0	0

SCHEDULE O (Form 990 or 990-EZ)	Supplemental Information to Form 990 or 990-EZ	OMB No 1545-0047
Department of the Treasury Internal Revenue Service	Complete to provide information for responses to specific questions on Form 990 or 990-EZ 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.	2017 Open to Public Inspection

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

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART III, LINE 4A	PREVIOUSLY, R4D ADVISED THE GOVERNMENT OF SOUTH AFRICA ON RESOURCE ALLOCATIONS FOR HIV AND TB FOR FINANCIAL YEARS 2017/18 TO 2019/20 AND SUPPORTED THE GOVERNMENT'S PRIMARY HEALTH C ARE COSTING TASK TEAM, INCLUDING FACILITATING REGULAR MEETINGS, PROVIDING METHODOLOGICAL A ND ANALYTICAL GUIDANCE, AND COMPILING A SYNTHESIS OF PARTICIPANTS' STUDIES ON PUBLIC- AND PRIVATE-SECTOR COSTS R4D'S WORK ON HIV FINANCING INTEGRATION IN SOUTH AFRICA WAS SUPPORTE D BY UNAIDS IN 2015-16 AND HAS CONTINUED UNDER THE USAID-FUNDED HEALTH FINANCE AND GOVERNA NCE PROJECT (HFG), IN COLLABORATION WITH ABT ASSOCIATES CONVERSATIONS ON SUSTAINABLE FINA NCING FOR DEVELOPMENT (COMPLETED 2016) IN 2015, R4D AND THE JOHNS HOPKINS BLOOMBERG SCHOOL OF PUBLIC HEALTH CO-HOSTED AN EVENT SERIES EXPLORING THE PROCESS OF COUNTRIES TRANSITIONI NG AWAY FROM EXTERNAL ASSISTANCE FOR HEALTH AND DEVELOPMENT THE SERIES INCLUDED THE FOLLO WING SEMINARS 1 THE GAVI EXPERIENCE WITH COUNTRY GRADUATION OVERCOMING CHALLENGES TO SU STAINABLE 2 TRANSITIONING COUNTRIES AWAY FROM FAMILY PLANNING ASSISTANCE USAID'S EXPERIE NCE IN LATIN AMERICA 3 TRANSITIONING FROM DONOR SUPPORT TO GOVERNMENT THE AVAHAN EXPERIE NCE IN INDIA 4 POLIO ERADICATION STATUS, TRANSITION AND LEGACY 5 FROM EMERGENCY RESPONS E TO POST-RECOVERY LESSONS & REFLECTIONS FROM EBOLA IN 2016, WE TEAMED UP AGAIN WITH THE JOHNS HOPKINS BLOOMBERG SCHOOL OF PUBLIC HEALTH TO CONVENED REPRESENTATIVES OF GOVERNMENTS AND MAJOR GLOBAL HEALTH FUNDERS FOR A WORKSHOP ON STRATEGIC ISSUES IN GLOBAL HEALTH PROGR AM TRANSITIONS O HEALTH SYSTEMS STRENGTHENING R4D FOCUSES ON THE KEY ELEMENTS OF STRONG H EALTH SYSTEMS, FROM SUSTAINABLE FINANCING TO SCALING INNOVATIONS, TO USING DATA FOR DECISI ON-MAKING, AND WORKS WITH CHANGE AGENTS TO SUPPORT THE DEVELOPMENT OF CONTEXT-SPECIFIC, EV IDENCE-BASED SOLUTIONS -WE CO-DEVELOP AND IMPLEMENT SOLUTIONS THAT ADDRESS A RANGE OF DIS EASE AREAS, INCLUDING HIV, MALARIA AND PNEUMONIA, AS WELL AS THE OVERALL ORGANIZATION AND FINANCING OF HEALTH INSTITUTIONS TO ATTAIN LONG-TERM, SYSTEMS-LEVEL IMPACT -WE FACILITATE THE DEVELOPMENT OF SOLUTIONS BY CONVENING STAKEHOLDERS FROM WITHIN HEALTH SYSTEMS TOGETH ER, THEY ADAPT AND APPLY TOOLS TO DIAGNOSE AND FIND CONTEXT-APPROPRIATE REMEDIES TO SYSTEM DEFICIENCIES FOR EXAMPLE, R4D HAS WORKED WITH DISTRICT-LEVEL HEALTH MANAGERS IN GUINEA T O HELP THEM IDENTIFY AND ADDRESS HEALTH SYSTEM CHALLENGES -WE PROVIDE MANAGEMENT, COORDIN ATION AND TECHNICAL INPUT FOR A VARIETY OF GLOBAL AND REGIONAL LEARNING AND PRACTITIONER C OMMUNITIES IN SUPPORT OF HEALTH SYSTEMS STRENGTHENING, INCLUDING THE JOINT LEARNING NETWOR K FOR UNIVERSAL HEALTH COVERAGE AND THE AFRICAN COLLABORATIVE FOR HEALTH FINANCING SOLUTIO NS -WE SUPPORT GLOBAL INSTITUTIONS AND COUNTRIES TO DEVELOP NEW WAYS OF MEASURING THE PER FORMANCE OF PRIMARY HEALTH CARE SYSTEMS -WE FOCUS ON STRENGTHENING HEALTH SYSTEMS BY ADVI SING ON POLICYMAKING, STRUCTURING ACCOUNTABILITY MECHANISMS, SYSTEMATIC PROBLEM IDENTIFICA TION AND PLANNING FROM GRASSRO

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART III, LINE 4A	OTS TO NATIONAL LEVELS, CAPACITY BUILDING, FACILITATION OF PEER-TO-PEER LEARNING AND ANALY SIS AND RESEARCH O PRIMARY HEALTH CARE R4D'S WORK IN PRIMARY HEALTH CARE SYSTEM STRENGTHE NING HELPS TO ADDRESS THESE CHALLENGES BY SUPPORTING LOCAL CHANGE AGENTS TO ADVANCE PRIMAR Y HEALTH CARE IMPROVEMENTS IN LINE WITH THEIR GOALS -THROUGH COUNTRY-LED NETWORKS LIKE TH E JOINT LEARNING NETWORK FOR UNIVERSAL HEALTH COVERAGE AND ITS PRIMARY HEALTH CARE INITIAT IVE, WE BRIDGE THE GAP BETWEEN THEORY AND PRACTICE BY BRINGING TOGETHER NATIONAL AND SUB-N ATIONAL CHANGE AGENTS TO FACILITATE JOINT LEARNING AND SUPPORT THE DEVELOPMENT OF CONTEXT- SPECIFIC, EVIDENCE-BASED SOLUTIONS TO IMPROVE PRIMARY HEALTH CARE FINANCING, QUALITY, ACCE SS AND PERFORMANCE MEASUREMENT -THROUGH GLOBAL EFFORTS LIKE THE PRIMARY HEALTH CARE PERFO RMANCE INITIATIVE, WE BRING TOGETHER COUNTRY POLICYMAKERS, HEALTH-SYSTEM MANAGERS, PRACTIT IONERS, ADVOCATES AND OTHER DEVELOPMENT PARTNERS TO CATALYZE IMPROVEMENTS IN PRIMARY HEALT H CARE IN LOW- AND MIDDLE-INCOME COUNTRIES THROUGH BETTER MEASUREMENT AND KNOWLEDGE-SHARIN G -AT THE COUNTRY LEVEL, WE SUPPORT LOCAL CHANGE AGENTS TO ANALYZE GAPS IN CAPACITY TO PR OVIDE AND FINANCE COMPREHENSIVE PRIMARY HEALTH CARE AND DEVELOP SOLUTIONS TO FILL THESE GA PS FOR EXAMPLE, THROUGH SUPPORT TO GHANA'S NATIONAL HEALTH INSURANCE AUTHORITY, R4D IS HE LPING GHANA TO COMPLETE A PROVIDER-MAPPING EXERCISE TO MEASURE PROVIDER CAPACITY TO DELIV ER SERVICES, A COSTING EXERCISE OF GHANA'S COMMUNITY HEALTH-BASED PLANNING AND SERVICES TO ENABLE IMPLEMENTERS TO PLAN FOR COSTS OF SCALING UP SERVICES AND POTENTIAL FINANCIAL RESO URCES TO COVER THESE COSTS, AND A PROVIDER NETWORK PILOT TO HELP PROVIDERS DELIVER A COMPR EHENSIVE PACKAGE OF CARE IN RWANDA, R4D HAS PROVIDED SUPPORT TO THE GOVERNMENT TO BETTER UTILIZE EXISTING DATA ON SERVICE DELIVERY AND MANAGEMENT TO INFORM DECISIONS ON HOW PRIMAR Y HEALTH CARE SERVICES SHOULD BE DELIVERED O UNIVERSAL HEALTH COVERAGE R4D IS WORKING WIT H CHANGE AGENTS IN OVER 30 COUNTRIES TO SUPPORT POLICYMAKERS AND PRACTITIONERS AS THEY DES IGN EFFICIENT, EQUITABLE AND SUSTAINABLE HEALTHCARE SYSTEMS OUR APPROACH FOCUSES ON BUILD ING IN-COUNTRY CAPACITY TO USE EVIDENCE AND EFFECTIVELY IMPLEMENT HEALTH REFORMS ON CRITIC AL TOPICS SUCH AS SUSTAINABLE FINANCING, STRENGTHENING PRIMARY CARE SYSTEMS, IMPROVING QUA LITY OF HEALTH SERVICES AND EXPANDING POPULATION COVERAGE -SINCE 2008, R4D HAS HELPED GAL VANIZE ENERGY AND POLITICAL WILL AROUND A GLOBAL PUSH FOR UNIVERSAL HEALTH COVERAGE WE CO ORDINATED AN EARLY GLOBAL TASK FORCE FOR UNIVERSAL HEALTH COVERAGE THAT WAS CONVENED BY TH E ROCKEFELLER FOUNDATION AND CO-AUTHORED A FREQUENTLY-CITED 2012 LANCET ARTICLE THAT LOOKE D AT EFFORTS TO ADVANCE UNIVERSAL HEALTH COVERAGE IN NINE COUNTRIES IN AFRICA AND ASIA -I N 2010, WE HELPED LAUNCH THE JOINT LEARNING NETWORK A THRIVING, MEMBER-DRIVEN COMMUNITY OF GLOBAL HEALTH POLICYMAKERS AND PRACTITIONERS WHO ARE WORKING TOGETHER TO COLLECTIVELY ADD RESS BARRIERS TO ACHIEVING UNI

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FORM 990, PART III, LINE 4A	VERSAL HEALTH COVERAGE TODAY, R4D SERVES AS THE NETWORK COORDINATOR AND PROVIDES TECHNICA L FACILITATION TO TWO TECHNICAL INITIATIVES, THE PRIMARY HEALTH CARE INITIATIVE AND THE PR OVIDER PAYMENT INITIATIVE -IN 2017, R4D LAUNCHED THE AFRICAN COLLABORATIVE FOR HEALTH FIN ANCING SOLUTIONS A PEER-LEARNING COMMUNITY THAT IS WORKING WITH COUNTRY AND REGIONAL STAKE HOLDERS TO HELP THEM ADDRESS UNIVERSAL HEALTH COVERAGE FINANCING CHALLENGES O HIV R4D WOR KS CLOSELY WITH GLOBAL AND COUNTRY CHANGE AGENTS TO MOBILIZE RESOURCES FOR THE HIV RESPONS E, MAXIMIZE EFFICIENCY IN HIV SPENDING, AND RELIABLY MONITOR HIV EXPENDITURE AGAINST HEALT H RESULTS R4D ALSO WORKS WITH COUNTRY PARTNERS TO PLAN AND MANAGE THE TRANSITION OF EXTER NALLY FUNDED HIV SERVICES TRANSITION FROM AID IS PARTICULARLY IMPORTANT BECAUSE, IN MANY COUNTRIES, HIV PROGRAMS ARE AMONG THE MOST "VERTICALIZED" (FINANCED AND RUN SEPARATELY FRO M OTHER HEALTH SERVICES) AND DONOR-DEPENDENT HEALTH SECTOR ACTIVITIES R4D'S EXPERTS WORK WITH COUNTRIES AND DEVELOPMENT PARTNERS TO RIGOROUSLY TRACK AND ANALYZE HIV EXPENDITURE, EXAMINE THE FEASIBILITY OF INTEGRATING COMPONENTS OF VERTICALIZED HIV PROGRAMS INTO BROADE R HEALTH FINANCING SYSTEMS, INCLUDING NATIONAL OR SOCIAL HEALTH INSURANCE SCHEMES, PLAN FO R DONOR TRANSITIONS, ASSESS HIV COSTS THAT FALL OUTSIDE OF SERVICE DELIVERY, INFORM GLOBAL STAKEHOLDER DIALOGUE ON CULTIVATING AND MAINTAINING HEALTHY MARKETS FOR KEY HIV COMMODITI ES, INCLUDING ADULT AND PEDIATRIC ANTIRETROVIRAL THERAPIES, IDENTIFY OPPORTUNITIES TO IMPR OVE THE EFFICIENCY OF HIV SPENDING, INCLUDING THROUGH OPTIMIZING GLOBAL PROCUREMENT PRACTI CES FOR HIV COMMODITIES, EXPAND THE GLOBAL KNOWLEDGE BASE ON HIV-RELATED HEALTH FINANCING, ECONOMICS AND POLICY O IMMUNIZATION R4D HAS CARRIED OUT A SERIES OF GLOBAL POLICY ANALYS ES FOR GAVI AND WHO THAT HAVE HELPED TO SHAPE THE POLICY ARENA ON COUNTRY CO-FINANCING FOR IMMUNIZATION (2010), ELIGIBILITY, TRANSITION AND CO-FINANCING (2014-15) AND IMMUNIZATION FINANCING FOR MIDDLE-INCOME COUNTRIES (2014-16) THE IMMUNIZATION FINANCING RESOURCE GUIDE (2017) WAS DEVELOPED TO PROVIDE PROGRAM MANAGERS, ADVOCATES AND POLICYMAKERS WITH PRACTIC AL ADVICE WHEN SEEKING TO MOBILIZE RESOURCES AND USE THEM EFFICIENTLY FOR IMMUNIZATION PRO GRAMS, AND TO EQUIP THESE LOCAL CHANGE AGENTS AS THEY EVALUATE THE PROS AND CONS OF POTENT IAL FINANCING SOURCES TO PROMOTE PEER LEARNING AROUND GAVI TRANSITION AND IMMUNIZATION PR OGRAM SUSTAINABILITY, R4D SERVES AS THE PLATFORM COORDINATOR OF A PEER-LEARNING PLATFORM F OR GAVI TRANSITIONING COUNTRIES (2017) THE PLATFORM WORKS TO ENABLE COUNTRY PRACTITIONERS TO COME TOGETHER AND ADD TO A GLOBAL KNOWLEDGE BASE OF TOOLS AND APPROACHES THAT CONTRIBU TE TO SUCCESSFUL TRANSITION

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FORM 990, PART III, LINE 4A	O MALARIA R4D SUPPORTS GLOBAL AND LOCAL CHANGE AGENTS-GLOBAL DONORS, GOVERNMENT OFFICIALS, CIVIL SOCIETY LEADERS AND SOCIAL INNOVATORS-AS THEY WORK TOWARD THE ERADICATION OF MALARIA BY COMPLETING COSTING ANALYSES AND DEVELOPING FINANCING SCENARIOS, EXAMINING AND ADDRESSING MARKET DRIVERS AND BARRIERS IN ORDER TO INCREASE ACCESS TO VITAL COMMODITIES, WORKING WITH ALL MARKET STAKEHOLDERS TO IDENTIFY OPPORTUNITIES FOR GREATER EFFICIENCIES AND VALUE FOR THE MONEY SPENT ON MALARIA INTERVENTIONS O MATERNAL & CHILD HEALTH R4D'S MATERNAL AND CHILD HEALTH WORK SEEKS TO IMPROVE SUB-NATIONAL MANAGEMENT SYSTEMS AND CAPACITY, INCORPORATE FINANCIAL PLANNING AND ANALYSIS INTO SUSTAINABILITY PLANNING, AND MONITOR AND IMPROVE THE DESIGN OF HIGH-IMPACT MATERNAL AND CHILD HEALTH INTERVENTIONS TO BETTER TARGET THE UNDERSERVED IN ADDITION TO STRENGTHENING HEALTH SYSTEMS, R4D WORKS TO IMPROVE MATERNAL AND CHILD HEALTH IN OTHER WAYS WE GENERATE EVIDENCE ABOUT WHAT KINDS OF MATERNAL AND CHILD HEALTH INTERVENTIONS ARE MOST EFFECTIVE, WE WORK TO ENSURE MOTHERS AND CHILDREN ARE WELL NOURISHED, WHICH CAN BUILD RESILIENCE, PREVENT ILLNESSES AND SAVE LIVES, WE WORK TO ENSURE ACCESS TO SAFE WATER AND SANITATION, AVERTING WATERBORNE ILLNESSES TO WHICH MOTHERS AND YOUNG CHILDREN ARE PARTICULARLY SUSCEPTIBLE, WE CONDUCT ANALYSIS AND WORK WITH CHANGE AGENTS TO SHAPE GLOBAL AND COUNTRY-LEVEL MARKETS TO ADDRESS INEFFICIENCIES AND DRAMATICALLY EXPAND ACCESS TO AFFORDABLE, HIGH-QUALITY MATERNAL HEALTH COMMODITIES AND SERVICES, WE WORK WITH PRIVATE HEALTH CARE PROVIDERS AND INTERMEDIARY ORGANIZATIONS TO OVERCOME KEY CHALLENGES AND IMPROVE SUSTAINABLE ACCESS TO KEY FAMILY PLANNING AND SEXUAL AND REPRODUCTIVE HEALTH SERVICES FOR WOMEN AND GIRLS

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Return Reference	Explanation
FORM 990, PART III, LINE 4B	IN ITS FIRST TWO YEARS, THE IXC EXPERIMENTED WITH AND LEARNED FROM A VARIETY OF APPROACHES TO SOURCING, SELECTING, AND SCALING INNOVATIONS TO ENACT CHANGE IN THE INDO-PACIFIC REGIO N HOWEVER, IT NOW SEEKS TO UNDERSTAND HOW TO USE WHAT IT (AND THE REST OF THE WORLD) HAS LEARNED FROM THESE APPROACHES TO FOSTERING INNOVATION, TO INFORM HOW IT CAN BETTER DO SO A CROSS DFAT AND THE BROADER AUSTRALIAN PUBLIC SERVICE R4D'S EVALUATION AND ADAPTIVE LEARNI NG TEAM WORKS CLOSELY WITH PARTNERS LIKE THE IXC TO UNDERSTAND THEIR LEARNING NEEDS, AND S TRUCTURE OUR ENGAGEMENTS AROUND PRODUCING TIMELY AND ACTIONABLE EVIDENCE WITH THE IXC, TH E OPPORTUNITY WE SEE IS TWO-FOLD 1 UNDERSTAND PROGRESS AGAINST THE IXC'S GOALS THUS FAR, AND COLLECT RELEVANT LEARNINGS THAT CAN INFORM ITS FUTURE WORK 2 CONTINUOUSLY LEARN AND ITERATE THROUGHOUT IMPLEMENTATION OF THE NEW STRATEGY THROUGH AN ADAPTIVE EVALUATION THIS PARTNERSHIP ALSO BUILDS ON THE IXC'S CURRENT MEMBERSHIP IN THE INTERNATIONAL DEVELOPMENT I NNOVATION ALLIANCE (IDIA), A GROUP OF 12 INNOVATION FUNDERS FROM AROUND THE WORLD THAT IS FACILITATED BY R4D OUR WORK IS INFORMED BY THE LEARNING AND OUTPUTS FROM THIS PLATFORM, S UCH AS THE RECENT IDIA REPORT SHARING CURRENT INSIGHTS ON MEASURING THE IMPACT OF INNOVATI ON OUR WORK BEGAN WITH A RAPID REVIEW OF THE IXC'S PROGRESS TOWARDS ITS CURRENT RESULTS F RAMEWORK A THEORY OF CHANGE WORKSHOP HELPED THE IXC ARTICULATE THEIR STRATEGY AND GUIDED OUR TEAM IN DEVELOPING OUR COLLECTIVE LEARNING AGENDA IN THE FIRST PHASE OF THIS WORK, WE EXPANDED ON OUR RAPID REVIEW OF THE RESULTS FRAMEWORK WITH DEEP DIVES ON THREE RETROSPECT IVE ANALYSES (IMPACT TO DATE, DOCUMENTING LESSONS LEARNED ON PARTNERSHIPS, AND LESSONS LEA RNED ON ENGAGING WITH DFAT'S COUNTRY POSTS AROUND THE WORLD) THIS WORK ALLOWED US TO CLEA RLY ARTICULATE A LEARNING AGENDA CENTERED AROUND AN 18-MONTH ADAPTIVE EVALUATION THAT WILL INFORM HOW THE IXC IMPLEMENTS THEIR REVISED STRATEGY OUR ADAPTIVE LEARNING APPROACH FREQ UENTLY INCLUDES IN-PERSON SUPPORT DURING KEY PHASES OF IMPLEMENTATION, SO WE SECONDED TWO TEAM MEMBERS TO DFAT FOR THE NINE WEEKS FROM THE THEORY OF CHANGE WORKSHOP THROUGH DEVELOP MENT OF THE ADAPTIVE EVALUATION R4D'S DEEP BENCH OF EXPERTS WILL PROVIDE STRATEGIC SUPPOR T TO DFAT IN PRIORITY CONTENT AREAS IN ADDITION TO THE ADAPTIVE EVALUATION OUR NUTRITION AND EDUCATION TEAMS' SUPPORT INCLUDE CO-DESIGN OF INNOVATIVE SOLUTIONS, SUCH AS A 'NUDGE F UND' TO PROVIDE SMALL INCENTIVES THAT EMPOWER COUNTRY POSTS TO TAKE UP INNOVATION O IMPRO VING CHALLENGE FUND EVALUATIONS WITH ADAPTIVE LEARNING TO HELP ADDRESS THE ISSUE OF GLOBAL MALNUTRITION, THE AUSTRALIAN DEPARTMENT OF FOREIGN AID AND TRADE (DFAT) PARTNERED WITH TH E USAID GLOBAL DEVELOPMENT LAB AND SECOND MUSE'S LAUNCH PROGRAM TO SUPPORT AND SCALE INNOV ATIONS THAT IMPROVE HEALTH OUTCOMES BY ENABLING PEOPLE TO MAKE HEALTHY FOOD CHOICES FROM 2016-2017, THE LAUNCH FOOD CHALLENGE SOUGHT APPLICATIONS FROM GLOBAL ENTREPRENEURS, RESEAR CHERS AND INDUSTRY EXPERTS, AN

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FORM 990, PART III, LINE 4B	D RECEIVED OVER 280 SUBMISSIONS FROM AROUND THE WORLD WITH THE SUPPORT OF THE GLOBAL LAUN CH NETWORK OF EXPERTS, 11 INNOVATIONS WERE SELECTED THAT EITHER HAD THE POTENTIAL TO ADDRE SS THE AVAILABILITY OF AND ACCESS TO AFFORDABLE, NUTRITIOUS, DESIRABLE AND SUSTAINABLE FOO D, AND/OR THAT COULD PROMOTE PEOPLE'S SELECTION AND CONSUMPTION OF MORE NUTRITIOUS FOOD D FAT WANTED TO UNDERSTAND HOW WELL THE LAUNCH MODEL SOURCED AND SUPPORTED INNOVATIONS IN TH EIR JOURNEY TO IMPACT, AND TO LEARN FROM THE EXPERIENCE FOR FUTURE ITERATIONS OF INNOVATIO N CHALLENGES R4D WAS APPOINTED BY DFAT AS A LEARNING PARTNER TO SUPPORT SECOND MUSE IN AS SESSING THE DESIGN AND DELIVERY OF THE PROGRAM AS IT WAS ROLLED OUT, USING AN ADAPTIVE LEA RNING APPROACH TO CONTINUALLY REFINE THE LAUNCH FOOD THEORY OF CHANGE AND CO-CREATE DESIGN TWEAKS THROUGH A SERIES OF LEARNING CHECKS THROUGHOUT THE EVALUATION PERIOD R4D'S MATRIX APPROACH ALLOWED THE TEAM TO CAPITALIZE ON EXPERTISE FROM THREE PRACTICES EVALUATION AND ADAPTIVE LEARNING, NUTRITION, AND INNOVATION THE PROJECT TEAM WAS COMPRISED OF AT LEAST ONE MEMBER FROM EACH OF THESE THREE TEAMS, WHICH ALLOWED US TO CONSTRUCT A THEORY OF CHANG E AND EVALUATION DESIGN GROUNDED IN THE LATEST THINKING ABOUT HOW TO MEASURE SUCCESS IN TH E AREAS OF NUTRITION AND INNOVATION R4D JOINED LAUNCH FOOD SHORTLY BEFORE THE 11 INNOVATI ONS WERE SELECTED FOR ACCELERATION OUR TEAM FIRST LED A KICK-OFF INCEPTION WORKSHOP WITH DFAT, USAID AND SECOND MUSE TO IDENTIFY THE KEY FOCUS AREAS FOR THE EVALUATION AND UNDERST AND THE THEORY OF CHANGE BEHIND THE PROGRAM WE THEN CONDUCTED BASELINE DATA COLLECTION AT THE FORUM WHERE INNOVATORS FIRST MET AND PRESENTED THEIR INNOVATIONS TO THE LAUNCH NETWOR K OF SUPPORTIVE INDUSTRY EXPERTS OUR FIRST LEARNING CHECK GAVE DFAT, USAID AND SECOND MUS E A CHANCE TO REVIEW THE BASELINE DATA TOGETHER, FOCUSING IN PARTICULAR ON INNOVATORS' EXP ECTATIONS FOR THE ACCELERATION PHASE OF THE PROGRAM WE THEN CONDUCTED MID-LINE DATA COLLE CTION WITH MEMBERS OF THE BROADER NETWORK, INNOVATORS, AND THE PROGRAM GUIDES WHO WERE SUP PORTING THE INNOVATORS ON THEIR SCALING JOURNEYS THIS DATA INFORMED OUR SECOND LEARNING C HECK, WHICH FOCUSED ON TWEAKS TO BE MADE TO THE ACCELERATION PROCESS TO BETTER SUPPORT THE INNOVATORS FINALLY, WE CONDUCTED END-LINE DATA COLLECTION WITH THE 11 INNOVATORS TO UNDE RSTAND THEIR GROWTH OVER THE COURSE OF THE PROGRAM AND THE VALUE LAUNCH FOOD ADDED TO THEI R INNOVATIONS THESE FINDINGS WERE PRESENTED AT A CLOSEOUT WORKSHOP WITH DFAT, USAID AND S ECOND MUSE WHERE PARTICIPANTS COLLECTIVELY REVIEWED THE FINDINGS AND CO-DESIGNED IMPROVEME NTS TO THE LAUNCH MODEL, INCLUDING HOW INNOVATORS ARE SELECTED, HOW THE LAUNCH NETWORK IS CURATED AND SUPPORTED, AND HOW TO TAILOR STAKEHOLDER EXPECTATIONS AND OUTCOMES FOR THE DES IGN OF FUTURE INNOVATION CHALLENGES

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Return Reference	Explanation
FORM 990, PART VI, SECTION B, LINE 11B	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

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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

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Return Reference	Explanation
FORM 990, PART VI, SECTION B, LINE 15A	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, 2010, 2013 AND 2016 TO ENSURE THE APPROPRIATENESS OF THE COMPENSATION LEVELS OF THE MANAGING DIRECTORS AND THE PRESIDENT IN 2010 AND 2013 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 IN NOVEMBER 2015, THE BOARD REVIEWED THE PRESIDENT'S EMPLOYMENT CONTRACT AND RENEWED THIS CONTRACT FOR AN ADDITIONAL YEAR TO BE REVIEWED ANNUALLY HENCEFORTH THE RESULTS OF THE ANNUAL REVIEW SHALL BE AN INPUT TO THE DETERMINATION OF EXECUTIVE'S COMPENSATION

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

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Return Reference	Explanation
FORM 990, PART IX, LINE 11G	CONSULTANTS PROGRAM SERVICE EXPENSES 3,342,304 MANAGEMENT AND GENERAL EXPENSES 454,797 FUNDRAISING EXPENSES 0 TOTAL EXPENSES 3,797,101

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Return Reference	Explanation
FORM 990, PART XI, LINE 9	GRANT REFUND 11,075