



FALL GRANTS DOCKET

2017-2018



To: The Global Fund for Children Board of Directors
From: Corey Oser, Vice-President of Programs
Re: Fall 2017 Primary Grants Docket

Grants Docket Overview

I am pleased to present the program team's recommendations for The Global Fund for Children's fall 2017 primary grants for programmatic and organizational support. This docket consists of 46 grants totaling \$596,000. The organizations recommended here represent 25 countries.

This docket consists only of grants that are specifically supported by restricted funding. The 46 grants on this fall docket are supported by restricted funding that GFC has already received this year from donors such as Summit Foundation and the Estée Lauder Companies.

This docket consists of one section of one new grant and three sections of renewal grants organized by stage of GFC funding. Each section is further organized by region, with grassroots partners presented in alphabetical order. This presentation allows board members to engage meaningfully in the grant review process—looking at partners in the same stage of funding through a regional lens. Each group, or cohort, is managed with the considerations, questions, and inputs appropriate to its stage. At the beginning of each section, you will find a cohort-specific analysis.

Grants Docket Analysis

In the following pages, we have included analysis of grantmaking spread, with cohort, issue portfolio, and geographic distributions shown in terms of both the dollar amount and the number of grants recommended for each area. The graphs and charts on the following pages depict these distributions for the fall docket.

Topline analysis shows general trends in our fall investments, but the year-end analysis, available in spring 2018, will provide a more accurate overall picture of our grantmaking.

Looking at our fall investments, there are some trends across the stages (cohorts) and years of GFC funding. For example, we can see that the average budget growth of Stage 3 grassroots partners on the fall docket is 113 percent and the average budget growth of Stage 4 grassroots partners on the fall docket is 790 percent.

Flags for Innovation and Closer Monitoring

As usual, some renewal partners are flagged for closer monitoring, reflecting regional program staff's concerns about the organization's or program's vulnerability, as reflected in such things as a declining budget or program implementation lapses. Flags for concern and monitoring, as well as flags that highlight learning and innovation, are clearly marked on relevant grant recommendations.

Exciting Entry, Smart Exits

On this docket, there is one new inspiring grassroots organization that matched the interest of GFC's institutional partner WE Trust and inspired GFC's program staff during their scouting visit. This new partner is the Local Education and Economic Development Organization (LEEDO), based in Dhaka, Bangladesh. LEEDO focuses on making education accessible to street children and offering shelter to vulnerable children in need of a safe space. LEEDO joins the WE Trust restricted portfolio, which is focused on partners that assist children involved in hazardous labor in Bangladesh.

This docket also includes 13 grassroots partners in Stage 4 that will be exiting with final grants. At the beginning of every fiscal year, GFC regional program staff examine their regional portfolios and the state of each grantee partnership, including budget size, number of years of the partnership, grassroots partner communication, value to the restricted donor, and other factors, to select those partners that are ready to graduate from GFC's primary grant relationship. This docket includes several outstanding Stage 4 grassroots partners from a diverse group of countries. From India, grassroots partner Arpan experienced exponential budget and program growth over the course of its partnership with GFC. Before the end of the

primary grant relationship, Arpan was selected as one of the six grassroots partners for the first cohort of the Step Up program. In Tajikistan, a partnership with GFC helped the organization Iroda (Willpower) grow from a team of parents based in a small house to the country's foremost experts in working with children with Autism Spectral Disorder (ASD). And from right here in Washington, DC, grassroots partner Courtney's House maximized five years of core funding from GFC to diversify their funding sources and develop their organizational capacity. Courtney's House founder Tina Frundt was recently quoted in the Washington Post as an expert on the issue of trafficking in the United States.

Unplanned Exits and Deferrals

Prior to renewal each year, program staff consider whether issues that emerged over the course of the previous grant period warrant an unintended "early" exit or call for further monitoring and a deferral to the next docket. Because this docket is composed entirely of grassroots partners supported by restricted funding, there were no unplanned exits.

Due Diligence and Risk Management

As always, we are complying with the US Treasury Department's voluntary grantmaking guidelines. Using the GIFTS software program, which is updated regularly to contain the most recent US government and international watch lists, we check the names and addresses of all directors and board members of our grassroots partners against the lists of relevance to international grantmaking.

Following KPMG's recommendations for risk management in grants administration, each year we run a risk analysis that helps flag grassroots partners that warrant additional inquiry or monitoring, based on objective risk factors.

The program committee will review all fall grant recommendations and will hold a scheduled discussion with the program team to talk about the grant recommendations. This discussion is expected to provide an opportunity for clarification, to address substantive concerns, and to gain board approval of the recommendations. If any other board members have questions about the grant recommendations prior to the program committee call, they are welcome to contact me at coser@globalfundforchildren.org. At the program committee call on November 6, the program team will be prepared to answer any additional questions you may have about these recommendations.

Thank you for your time and attention to this docket.

Figure 1: Fall 2017 GFC Investment by Stage

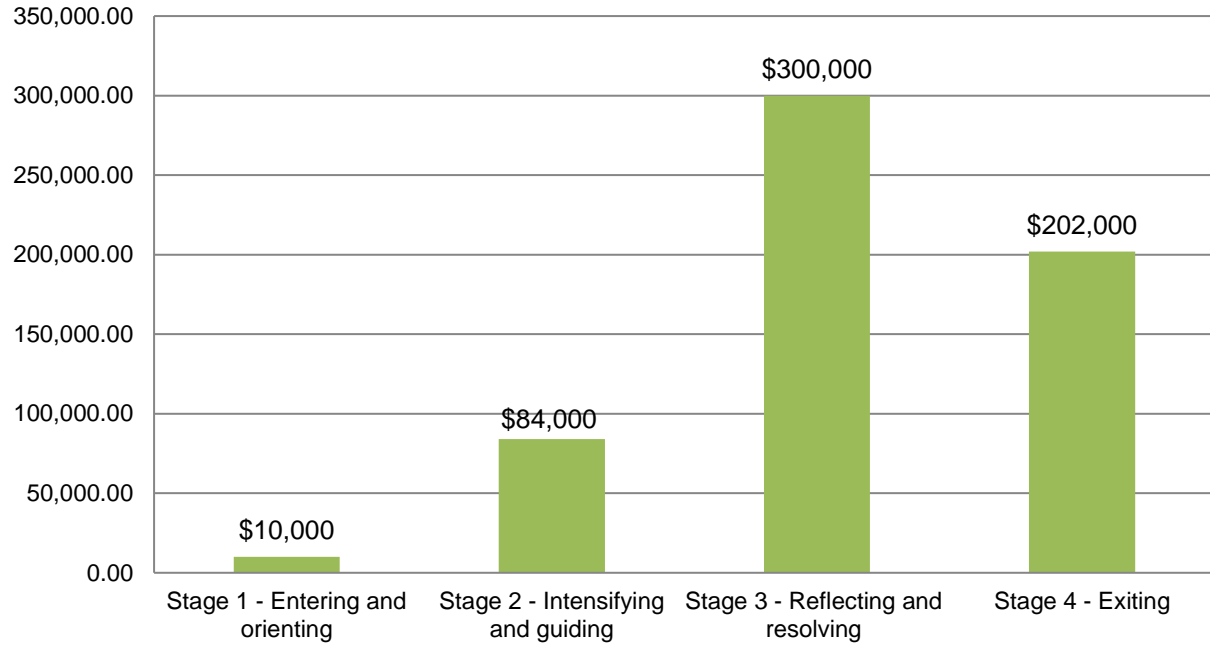


Figure 2: Fall 2017 GFC Partners by Cohort

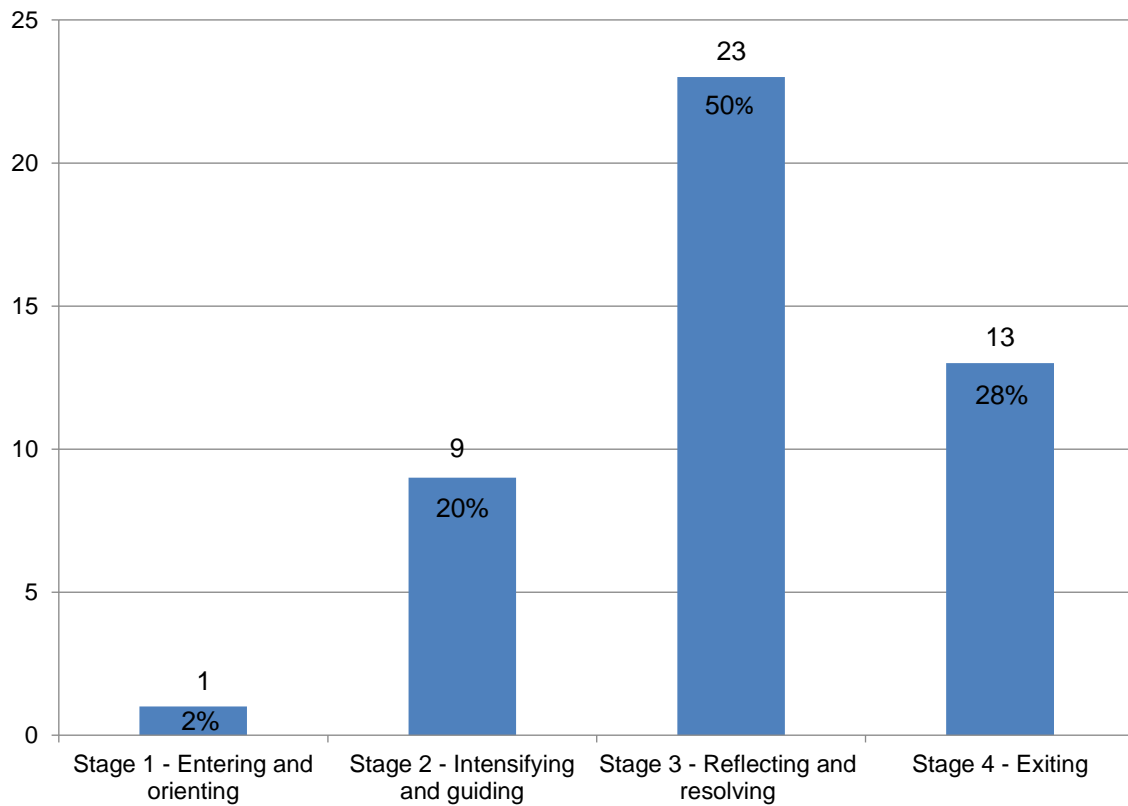


Figure 3: Fall 2017 Distribution by Region and Grant Totals

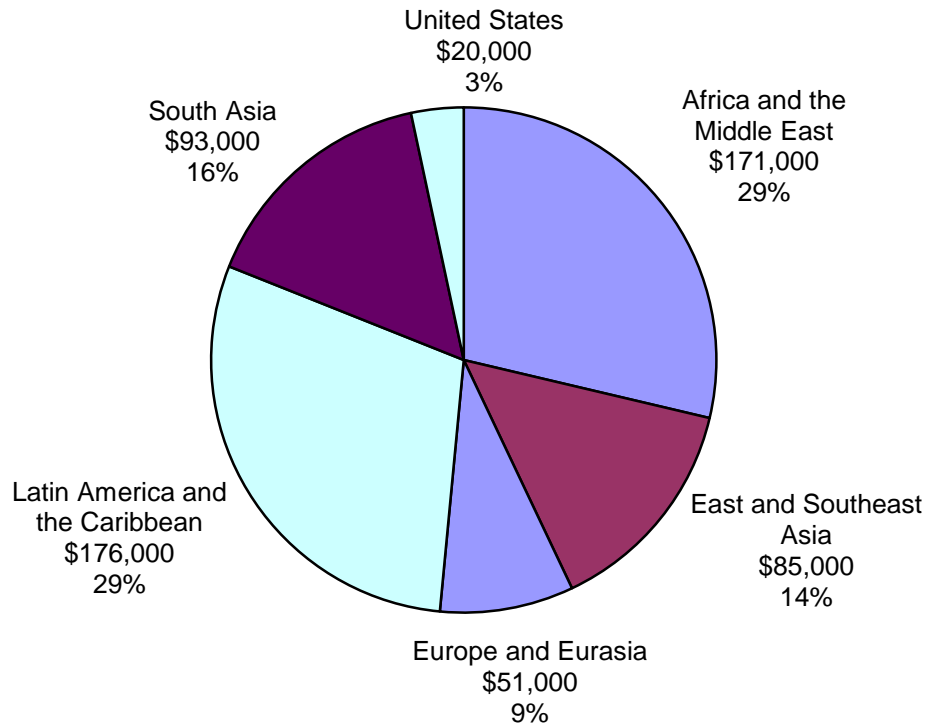


Figure 4: Fall 2017 Distribution by Region and Number of Grants

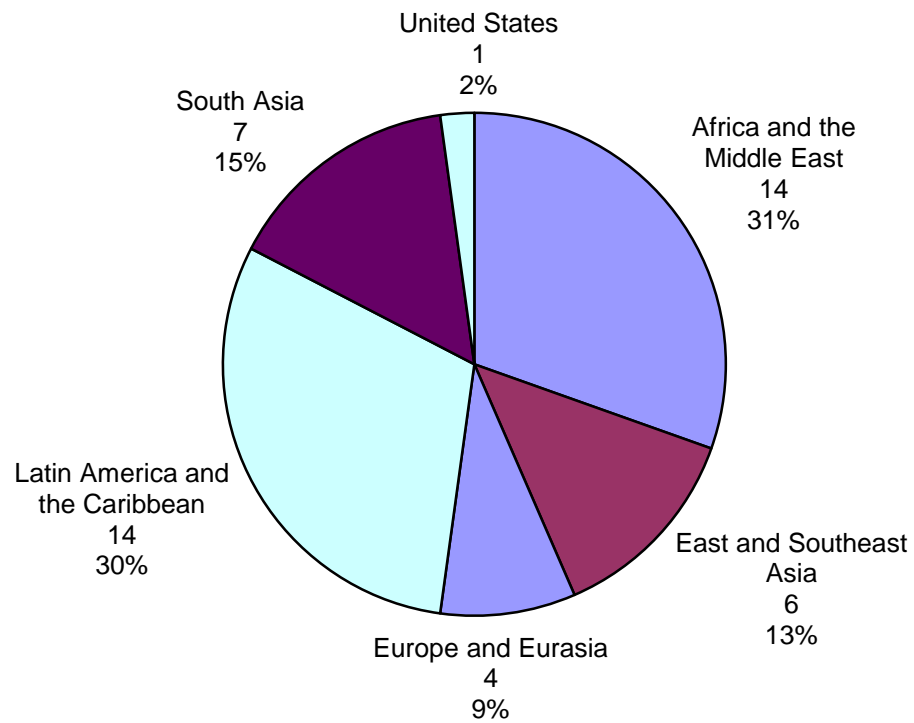


Figure 5: Fall 2017 Distribution by Portfolio and Grant Totals

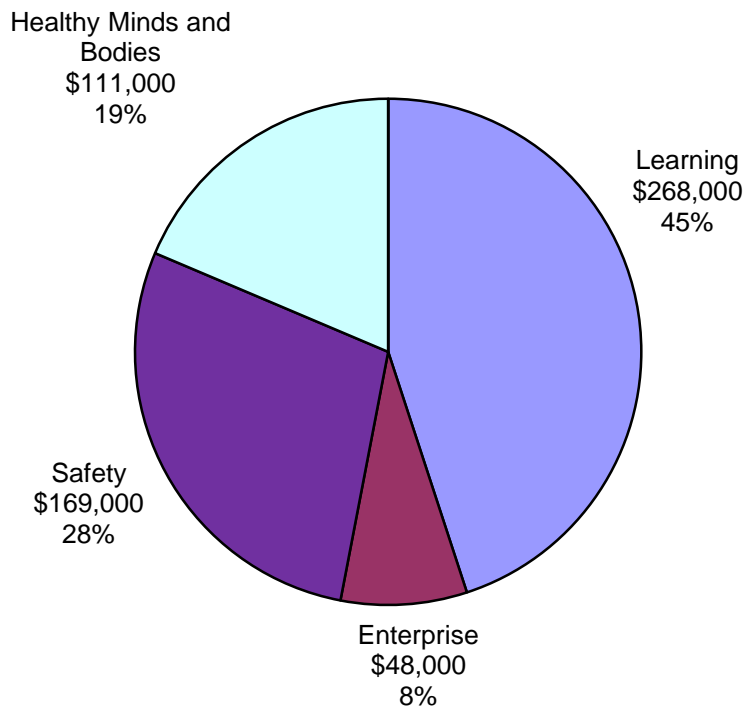
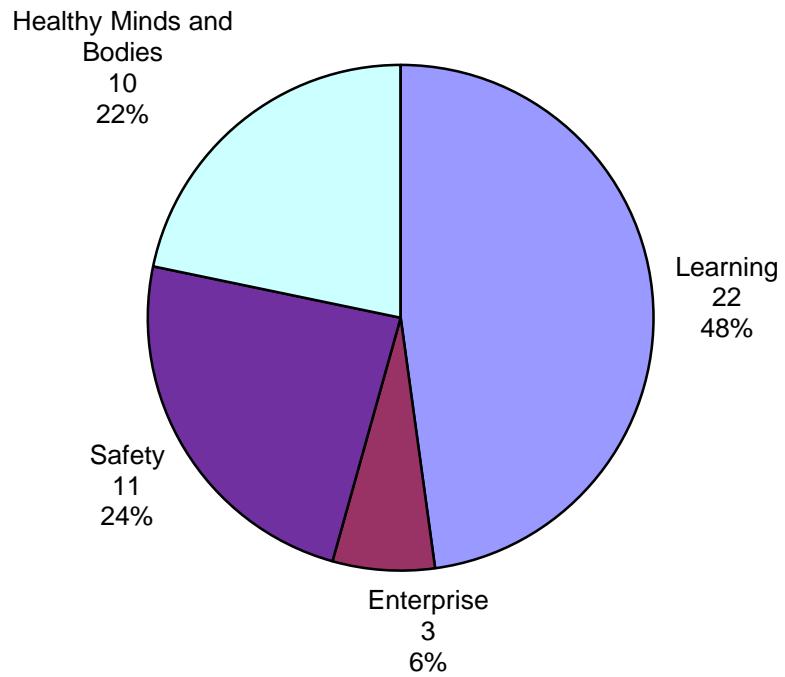


Figure 6: Fall 2017 Distribution by Portfolio and Number of Grants



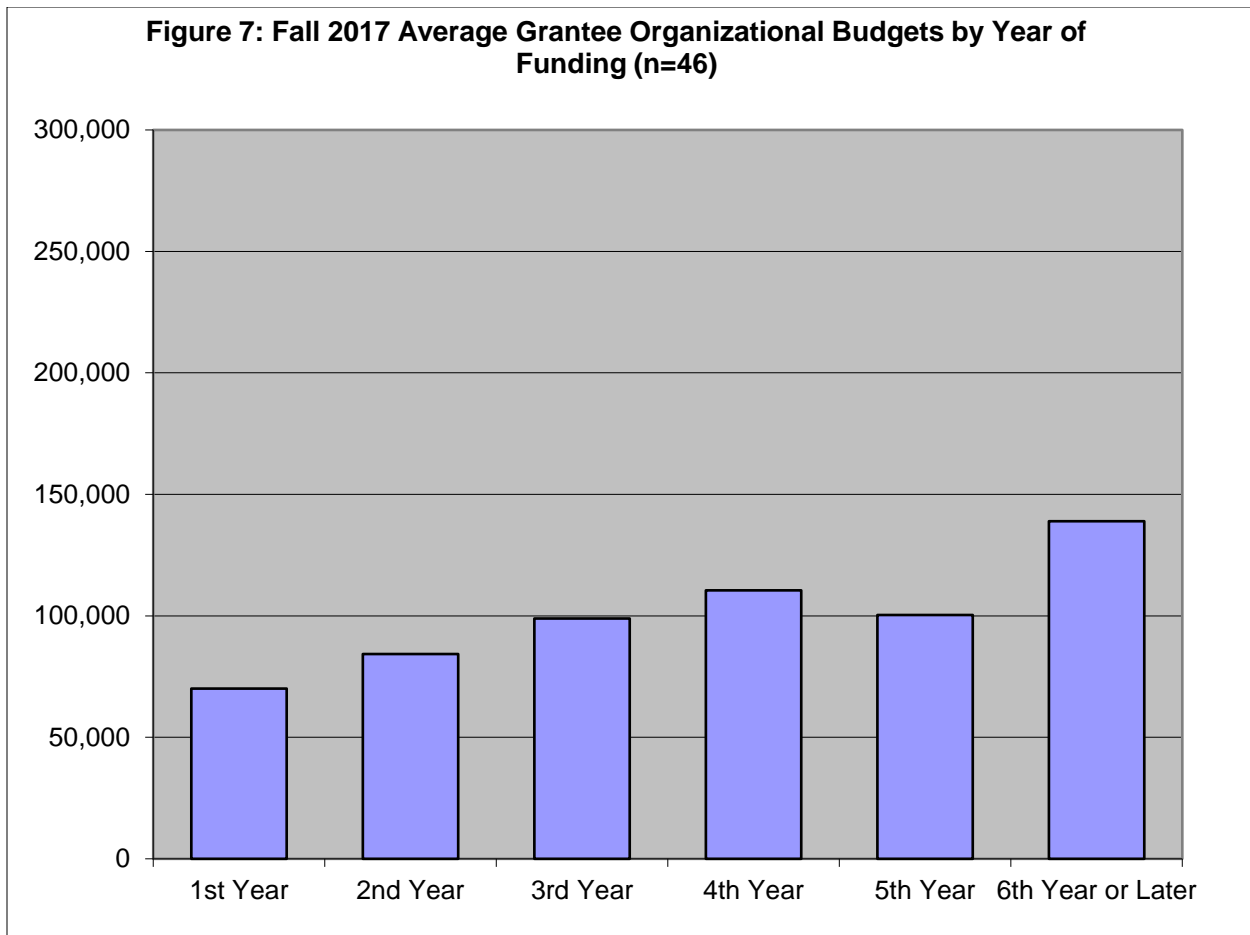


Figure 8: Budget Size Growth and Growth of Fall 2017 Grantees by Cohort

Cohort	Number of Grantees	Average Budget	Lowest Budget	Highest Budget	Average Percentage of Budget Growth
Stage 1	1	88,728	88,728	88,728	N/A
Stage 2	9	108,392	10,000	395,695	134%
Stage 3	23	113,917	19,620	600,000	113%
Stage 4	13	165,351	24,320	643,750	790%

Figure 9 : Number of Fall 2017 Grantees by Cohort and Year of Funding

	Stage 1	Stage 2	Stage 3	Stage 4
Year 1	1	0	0	0
Year 2	0	5	0	0
Year 3	0	4	3	0
Year 4	0	0	11	0
Year 5	0	0	6	0
Year 6	0	0	3	3
Year 7	0	0	0	9
Year 8	0	0	0	1

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Fall 2017 Grant Recommendations
The Global Fund for Children

Stage 1 - Entering and orienting	Country	Grant Amount	Page
South Asia			
Local Education and Economic Development	Bangladesh	10,000	1
Total: 1 grant		\$10,000	
Stage 2 - Intensifying and guiding	Country	Grant Amount	Page
Africa and the Middle East			
Nyanza Initiative for Girls' Education & Empowerment	Kenya	9,000	2
Samburu Girls Foundation	Kenya	5,000	3
Achievers Ghana Education	Ghana	7,000	4
East and Southeast Asia			
Anti-Human Trafficking and Child Abuse Center	Thailand	9,000	5
Latin America and the Caribbean			
Unión GTH Vegana	Dominican Republic	7,000	6
Alianza para la Integración Comunitaria UTOPIA A.C.	Mexico	12,000	7
180 Grados para la Cooperación y el Desarrollo	Dominican Republic	8,000	8
South Asia			
Alor Pothe Nobojatray Foundation	Bangladesh	14,000	9
Sahyog Care for You	India	13,000	10
Total: 9 grants		\$84,000	
Stage 3 - Resolving and reflecting	Country	Grant Amount	Page
Africa and the Middle East			
Center for Development Initiatives	Ghana	11,000	11
Child and Youth Protection Foundation	Nigeria	8,000	12
Insan Association	Lebanon	24,000	13
Girls Leading Our World Initiatives	Kenya	10,000	14
Centre for Children's Health Education, Orientation and Protection	Nigeria	7,000	15
Action for Children	Tanzania	9,000	16
Boy Child Initiative	Kenya	11,000	17
Vumundzuku-bya Vana Our Children's Future	South Africa	16,000	18
East and Southeast Asia			
Sports and Leadership Training Academy	Cambodia	15,000	19
Europe and Eurasia			
Leaders in Community	United Kingdom	17,000	20

Orphan's Future	Ukraine	11,000	21
Latin America and the Caribbean			
Cooperativa Mixta Juvenil Emprendedores Solidarios	Honduras	12,000	22
Organización para el Empoderamiento de la Juventud	Honduras	14,000	23
Centro Integral de Atención a las Mujeres	Mexico	17,000	24
México y Caribe Jóvenes A.C.	Mexico	7,000	25
Red + Positiva de Quintana Roo	Mexico	10,000	26
Association Zanmi Timoun	Haiti	15,000	27
Asociación de Sordociegos de Nicaragua	Nicaragua	7,000	28
Asociación Movimiento de Mujeres por Nuestros Derechos Humanos	Nicaragua	18,000	29
Onda Solidária	Brazil	20,000	30
Chantiik Taj Tajinkutik	Mexico	17,000	31
South Asia			
Divya Down's Development Trust	India	5,000	32
Equal Community Foundation	India	19,000	33
Total: 23 grants		\$300,000	
Stage 4 - Exiting	Country	Grant Amount	Page
Africa and the Middle East			
Point d'Ecoule	Rwanda	14,000	34
Kito International	Kenya	20,000	35
Children Assistance Program	Liberia	20,000	36
East and Southeast Asia			
Jom Hean Anagod	Cambodia	11,000	37
Self Help Community Center	Cambodia	15,000	38
Aziza's Place	Cambodia	19,000	39
Teen's Key	China	16,000	40
Europe and Eurasia			
Ravenstvo	Kyrgyzstan	13,000	41
Iroda	Tajikistan	10,000	42
Latin America and the Caribbean			
Organisation Haitienne pour le Développement Durable	Haiti	12,000	43
South Asia			
Arpan	India	21,000	44
Roshni Research and Development Welfare Organization	Pakistan	11,000	45
United States			
Courtney's House	United States	20,000	46
Total: 13 grants		\$202,000	
Total Fall 2017 Program Grants: 46 grants		\$596,000	

Grants Docket Analysis

Stage 1: Entering and orienting

This stage is specifically for new GFC grantees. The intent of this stage is to introduce the board to the new grassroots partners and make the case for GFC investment. At this stage, we are particularly interested in portraying the context in which the proposed partner works and the issues facing highly vulnerable children in that environment. We present the vital organizational information, such as the organization's mission and vision, its year of establishment, and a brief portrait of its leadership. Some program and model highlights are included here as well. Finally, the program staff makes an analytical case for GFC investment, in which certain compelling factors for GFC funding are presented. The information in the Stage 1 grant recommendation provides the baseline record for the rest of the GFC funding relationship.

Grassroots partners remain in Stage 1 for their entire first year of GFC funding. During this year, program staff focus on orienting the partners on reporting and proposal requirements, providing training on metrics, and sharing the menu of GFC capacity-building inputs. Much of this first year of funding is focused on relationship building as we get more familiar with the grassroots partner and vice versa.

Stage 1 Highlights:

For this docket, there is one new grassroots partner in this stage. This partner will be supported by WE Trust, focused on children involved in hazardous labor in Bangladesh.

Local Education and Economic Development Organization

Dhaka, Bangladesh

Recommended grant: 10,000 USD

Context

Bangladesh, a country of 163 million that is often beset by natural disasters and continues to experience internal strife, is struggling to meet its goal of becoming a middle-income country by 2021. As growing numbers of ethnic minority Rohingya flee Myanmar for Bangladesh’s border regions, migration from rural areas of Bangladesh to the cities—particularly to Dhaka—is increasing exponentially. While Dhaka’s rate of population growth remains among the highest in Asia, the city lacks the infrastructure to support new arrivals, as well as the capacity to stabilize its social and political environment and provide basic services to its residents. According to the Overseas Development Institute, 15 percent of the 6- to 14-year-olds in Dhaka’s slums—home to 3.5 million people—were out of school and engaged in full-time labor in 2016. Many nonprofits are attempting to counter the lack of government-provided social services by addressing some of the surface-level concerns, but few are designing their work with children as the central stakeholders and with their lives and social circumstances as the grounding context.

Organization

Local Education and Economic Development Organization (LEEDO) is eliminating barriers to success for street children in Dhaka by creating access to education, housing, and economic livelihood opportunities. Having worked with children for the past 20 years, Forhad Hossain, founder and executive director of LEEDO, understands the social dynamics that keep children and youth trapped in generational poverty and illiteracy. LEEDO therefore uses community-appropriate interventions to provide education and safe spaces for street children, while working with their families to promote education, health, and hygiene and to help them achieve financial sustainability. Through its mobile school, informal open-air classes, transitional shelter, and long-term shelter, LEEDO provides services that cater to the particular needs of the children. To help integrate children into formal education, LEEDO is starting to create partnerships with local government schools and low-cost private schools.

Programs

With street children as the focal point of its work, LEEDO uses a mobile school to create interest in education. The mobile school, which consists of large customizable blackboards on wheels, reflects a hands-on and play-oriented approach to learning. By rotating in five neighborhoods with a high concentration of street children, the mobile school serves as an initial intervention to gain contact with the children and engage them—and their parents—in informal schooling. As a second stage of engagement, LEEDO runs informal schools (Schools Under the Sky) to teach math, English, science, and Bangla in areas, such as Rayer Bazar, where large numbers of street children live and work. This approach enables children to gain basic reading and writing proficiency, as well as essential hygiene and nutritional support, in preparation for formal schooling. LEEDO has formally partnered with a local government school to transition high achievers into the classroom, with plans to expand the number of school partnerships to accommodate more students. LEEDO also runs a small transitional shelter for children who are separated from their parents or families; here, the children receive psychosocial support to help them gain confidence and address trauma, with the goal of re-integrating them into their families or referring them to other shelters for long-term support. LEEDO’s own long-term shelter (Peace Home), created with pro bono support from BRAC University and enriched with ideas from the children who reside there, provides a safe space and a learning-by-playing environment for children who have experienced trauma and have no family to care for them. Finally, LEEDO has begun to work with some of the families to provide economic empowerment through skills training and connections to potential employers.

GFC Case for Investment

LEEDO is addressing the root problems of generational poverty by working with families, local government schools, and the private education system, while keeping the well-being and empowerment of children at the core of its programming. The organization is making schooling accessible by taking education to where street children live and work and by using play-based and creative-learning methodologies to interest the children in learning and education. With an emphasis on aligning its work to fill gaps left by existing institutions and organizations, LEEDO has the opportunity to ensure programmatic sustainability in the near future. GFC can support LEEDO with international visibility and by guiding the organization’s leadership toward stronger engagement with peer groups and the government. LEEDO would also benefit from GFC’s support in building financial systems and IT infrastructure.

Organizational expenditure budget:	88,728 USD
Number of children/youth served directly:	4,091
Proposed program outcome for measurement:	Program participants who were removed from unsafe or abusive environments

Grants Docket Analysis

Stage 2: Intensifying and guiding

This stage is specifically for renewal grantees that are in the early stage of their GFC relationship. During this stage, GFC is focused on monitoring each grassroots partner's performance and determining the overall trajectory of the organization. Typically, partners will be in this stage during the second and sometimes third year of GFC funding. In rare cases, and with justification, partners remain in Stage 2 during a fourth year of GFC funding.

Organizations are dynamic, and they rarely move in a linear manner. Various factors may influence grassroots partners' promotion through this stage. For example, externalities, such as conflict or natural disaster, might mean that both the grassroots partner and GFC cannot progress easily, at a time when children's vulnerability is especially high. In this stage, program officers can get a sense of whether a partner is on the fast track to success, growing at a slower but steady pace, "flatlining," or in decline. The two latter scenarios may be indicators for an early or unplanned exit.

During this stage, program staff are able to identify and facilitate appropriate capacity-building inputs, such as organizational development support, Knowledge Exchanges, or visibility opportunities that will help boost the primary grant.

Since the nature of this stage is one of identifying and applying appropriate GFC inputs as the funding relationship intensifies, in most cases we recommend grant renewal with no concerns. In exceptional cases, program officers have flagged concerns for monitoring or, alternately, have flagged highlights of innovation and learning. In this way, we hope to both draw attention to rising stars and operate transparently in expressing our concerns. In this section, grant renewal recommendations are intentionally brief. This will allow board review to focus on cases that are more critical and significant, as well as allow the time required for longitudinal perspective.

Stage 2 Highlights:

There are 9 grant recommendations in this cohort: 5 grassroots partners are in year 2 of GFC funding; and 4 are in year 3. The average budget size is \$108,392, with a range of \$10,000 to \$395,695.

There is 1 grant recommendation flagged for concern and monitoring:

-Samburu Girls Foundation (Kenya), page 3

Nyanza Initiative for Girls' Education & Empowerment

Kisumu, Kenya

Recommended grant: 9,000 USD

Program staff comments

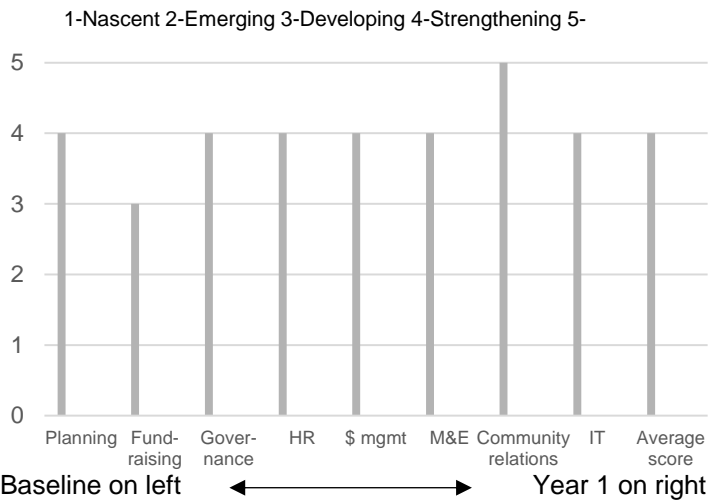
Renewal comment: No concern for renewal.

Expenditure budget: NIGEE still has three months remaining in its fiscal year, and this is reflected in the reduced expenditure budget, which comprises nine months of expenditures rather than twelve.

Children served: For the baseline year, NIGEE reported the total cumulative number of children served since its inception, while for year 1, only children served in the past year were counted.

OCI: Baseline OCI not available.

Organizational Capacity Index (OCI)



Budget and direct beneficiaries

	Expenditure Budget	Children served
Baseline	\$203,898	377
Year 1	\$178,885	167

Budget change: -12%

Program outcome

Percentage of girls demonstrating improved academic performance

	Target	Actual
Baseline	N/A	N/A
Year 1	100%	100%

Samburu Girls Foundation

Samburu, Kenya

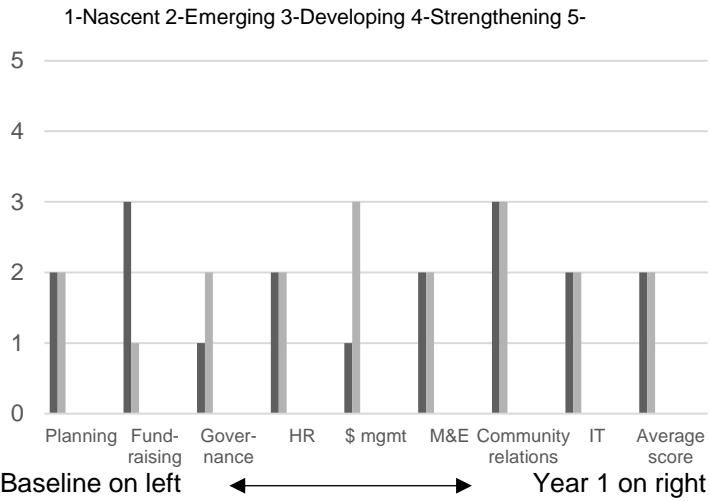
Recommended grant: 5,000 USD

Program staff comments

Renewal comment: Flag for concern and monitoring for renewal. SGF needs guidance on how to be more focused on activities that help to achieve quality girls’ education, and the organization also needs support to enhance internal controls, financial accountability, and record keeping. GFC will provide support and guidance in these areas.

Expenditure budget: SGF’s budget increase is due to additional funding received from corporate institutions such as Vodafone Kenya, whose contribution was used to construct a classroom block.

Organizational Capacity Index (OCI)



Budget and direct beneficiaries

	Expenditure Budget	Children served
Baseline	\$67,750	300
Year 1	\$131,000	298

Budget change: 93%

Program outcome

Percentage of adolescent girls who transitioned to the next grade level

	Target	Actual
Baseline	N/A	N/A
Year 1	N/A	99%

Achievers Ghana Education

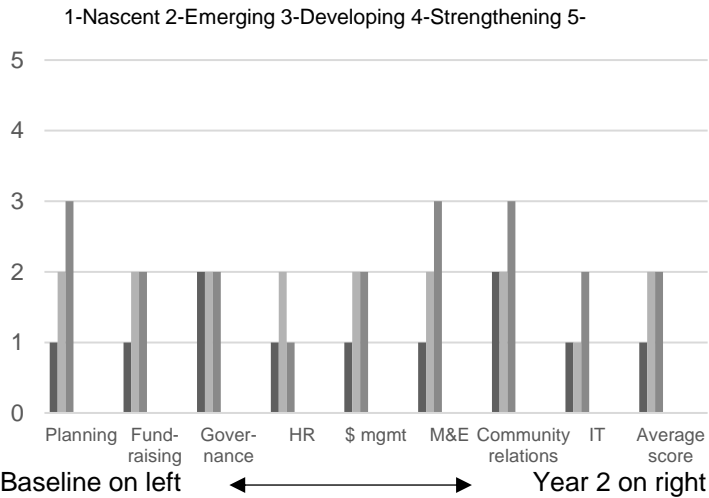
Accra, Ghana

Recommended grant: 7,000 USD

Program staff comments

Renewal comment: No concern for renewal.
OCI: OCI improvement in a few places is attributed to mentorship Achievers received from Street Library Ghana.

Organizational Capacity Index (OCI)



Budget and direct beneficiaries

	Expenditure Budget	Children served
Baseline	\$19,750	120
Year 1	\$34,867	350
Year 2	\$37,334	350

Budget change: 89%

Program outcome

Percentage of program participants who improved their reading and writing skills

	Target	Actual
Baseline	N/A	60%
Year 1	65%	90%
Year 2	95%	100%

Anti-Human Trafficking and Child Abuse Center

Pattaya, Thailand

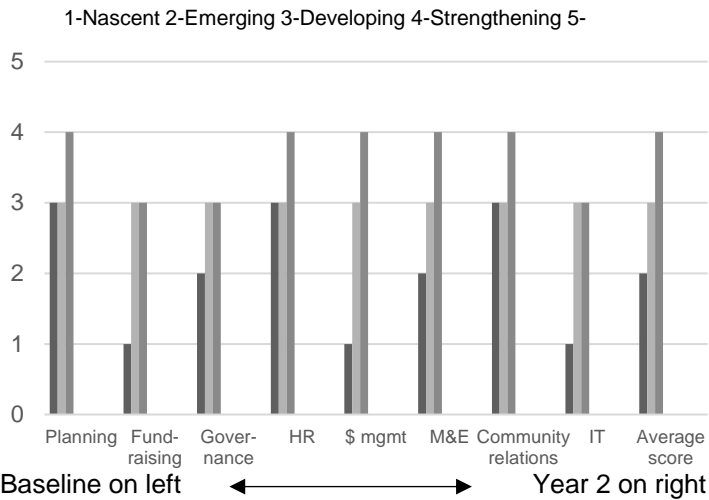
Recommended grant: 9,000 USD

Program staff comments

Renewal comment: No concern for renewal.

Program outcome: With more children served, it has become more difficult to follow up on individualized learning goals, resulting in a lower percentage of participants meeting the program outcome. This year the organization will review the use of this outcome.

Organizational Capacity Index (OCI)



Budget and direct beneficiaries

	Expenditure Budget	Children served
Baseline	\$40,000	154
Year 1	\$62,100	137
Year 2	\$72,500	152

Budget change: 81%

Program outcome

Percentage of program participants who met their individualized learning goals

	Target	Actual
Baseline	N/A	N/A
Year 1	80%	80%
Year 2	85%	56%

Unión GTH Vegana (La Vega Union of Gay, Trans, and Other Men)

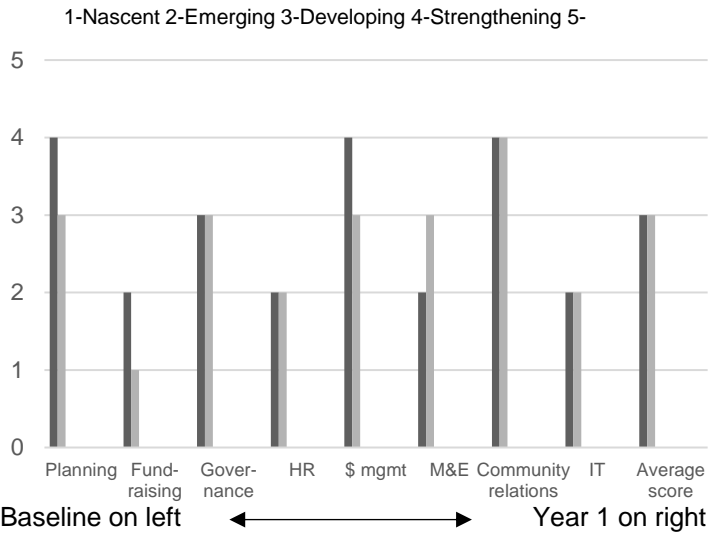
La Vega, Dominican Republic

Recommended grant: 7,000 USD

Program staff comments

Expenditure budget: UGTHV's budget decreased significantly after the end of its PEPFAR grant last year.
Children served: UGTHV was able to increase the number of children and youth served by implementing new youth-focused programming funded by GFC.

Organizational Capacity Index (OCI)



Budget and direct beneficiaries

	Expenditure Budget	Children served
Baseline	\$49,159	149
Year 1	\$10,000	374

Budget change: -80%

Program outcome

Percentage of program participants who increased their knowledge of preventing HIV/AIDS

	Target	Actual
Baseline	N/A	N/A
Year 1	N/A	92%

Alianza para la Integración Comunitaria UTOPIA A.C. (Alliance for Community Integration "UTOPIA")

Mexico City, Mexico

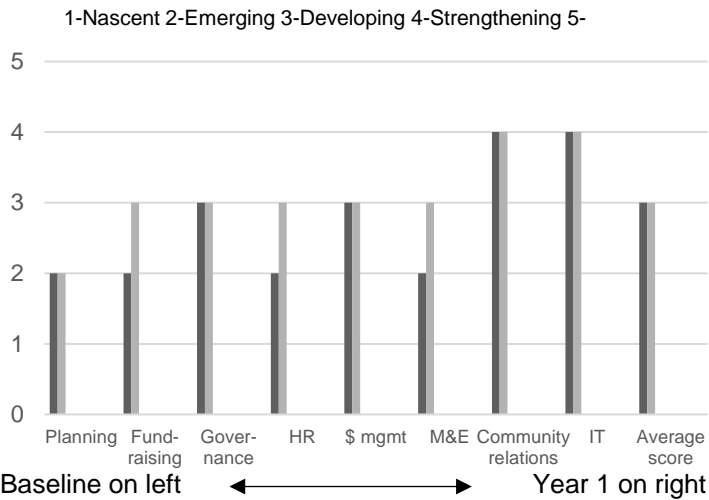
Recommended grant: 12,000 USD

Program staff comments

Renewal comment: No concern for renewal.

Expenditure budget: APIC UTOPIA stopped participating in a government-funded program that provided a significant amount of funding last year, resulting in a decrease in the expenditure budget.

Organizational Capacity Index (OCI)



Budget and direct beneficiaries

	Expenditure Budget	Children served
Baseline	\$152,700	168
Year 1	\$44,000	138

Budget change: -71%

Program outcome

Percentage of program participants who improved their academic performance

	Target	Actual
Baseline	N/A	71%
Year 1	80%	73%

180 Grados para la Cooperación y el Desarrollo (180 Degrees for Cooperation and Development)

Guaymate, Dominican Republic

Recommended grant: 8,000 USD

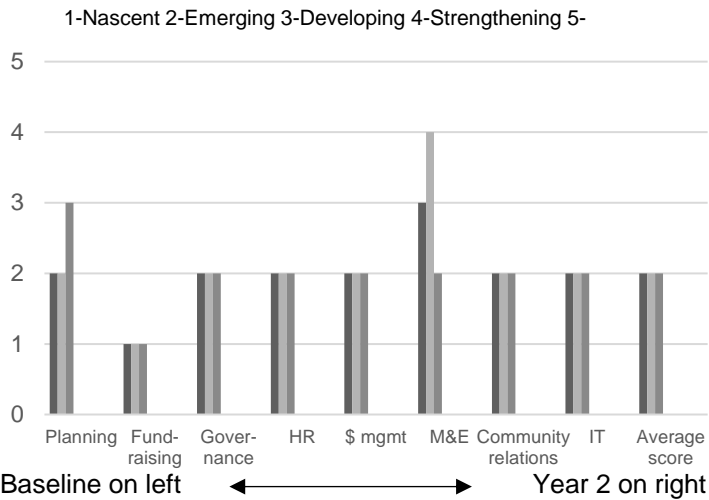
Program staff comments

Renewal comment: No concern for renewal.

Expenditure budget: 180 Grados' budget declined due to the loss of a major individual donor.

Children served: Because 180 Grados' budget declined last year, the total number of children served by the organization also declined.

Organizational Capacity Index (OCI)



Budget and direct beneficiaries

	Expenditure Budget	Children served
Baseline	\$48,885	743
Year 1	\$46,047	446
Year 2	\$34,379	338

Budget change: -30%

Program outcome

Percentage of program participants who regularly attended school

	Target	Actual
Baseline	N/A	N/A
Year 1	80%	80%
Year 2	80%	60%

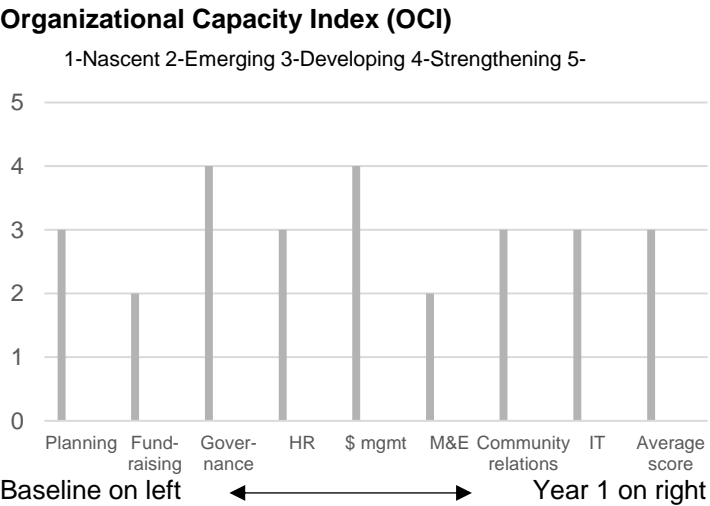
Alor Pothe Nobojatray (New Direction Toward Enlightenment) Foundation

Dhaka, Bangladesh

Recommended grant: 14,000 USD

Program staff comments

Renewal comment: No concern for renewal.
OCI: Basline OCI not available.



Budget and direct beneficiaries

	Expenditure Budget	Children served
Baseline	\$33,887	400
Year 1	\$71,733	435

Budget change: 112%

Program outcome

Number of children enrolled in formal school

	Target	Actual
Baseline	N/A	N/A
Year 1	80%	46%

Sahyog Care for You

New Delhi, India

Recommended grant: 13,000 USD

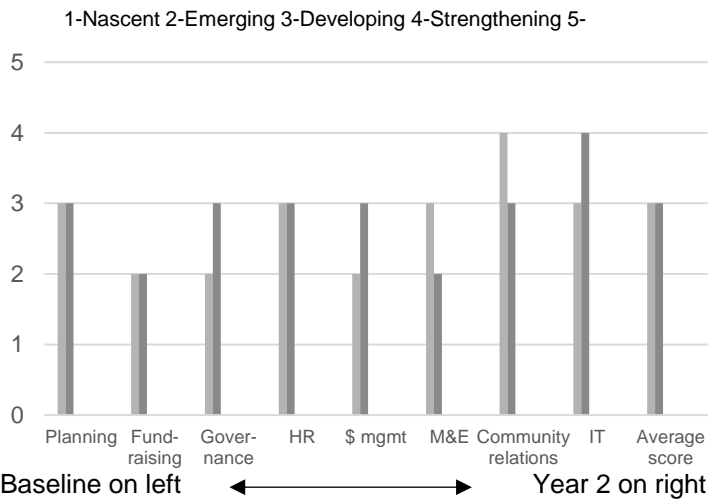
Program staff comments

Renewal comment: No concern for renewal.

Expenditure budget: Sahyog was able to substantially increase its expenditure budget because the organization more than doubled the amount raised from individual donors while also receiving greater funding from existing corporate donors.

Children served: A new program focusing on the prevention of child sexual abuse was launched by Sahyog in government schools in Delhi, thereby increasing the number of children served by approximately 50,000.

Organizational Capacity Index (OCI)



Budget and direct beneficiaries

	Expenditure Budget	Children served
Baseline	\$58,400	1,250
Year 1	\$130,000	4,419
Year 2	\$395,695	62,117

Budget change: 578%

Program outcome

Number of girls exhibiting a more positive attitude toward learning

	Target	Actual
Baseline	N/A	380
Year 1	550	550
Year 2	560	560

Grants Docket Analysis
Stage 3: Reflecting and resolving

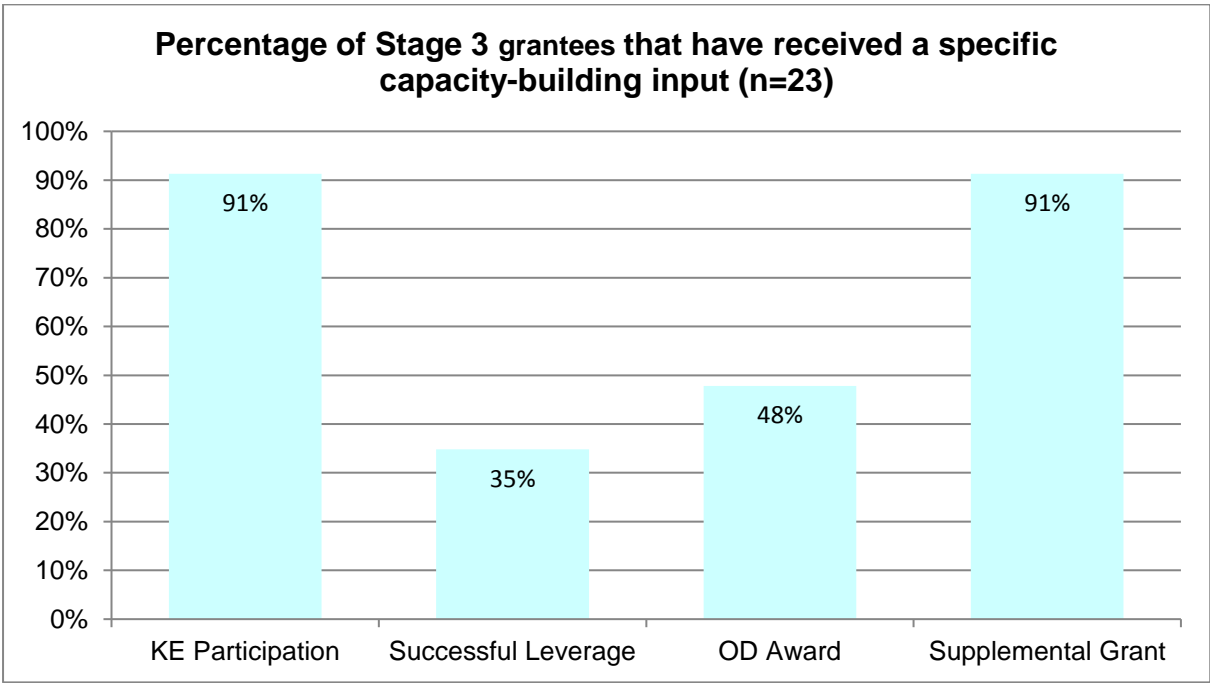
This stage is specifically for grantees whose funding relationship with GFC has matured, and it is designed to show a longitudinal perspective on GFC’s funding and inputs. It is here that program staff can better forecast the remainder of the funding relationship—either in the short or medium term. This set of grant recommendations focuses on our partners’ progress, direction, and pace, specifically noting GFC capacity-building inputs received and identifying final planned inputs. While each grassroots partner develops at its own pace, we are eager to reduce lingering grantees and to move our partners toward exit at an appropriate time. Thus, justification for grant renewal is particularly important at this stage. As with Stage 2 recommendations, we flag Stage 3 renewals for concerns that require monitoring and highlight grassroots partners that show innovation and learning.

During Stage 3, we are focused on when and how GFC will exit the funding relationship, as well as on identifying any additional capacity-building inputs for individual grassroots partners. At this stage, program staff also focus on critical later-stage capacity-building inputs, such as working to leverage outside funding and increase our partners’ visibility.

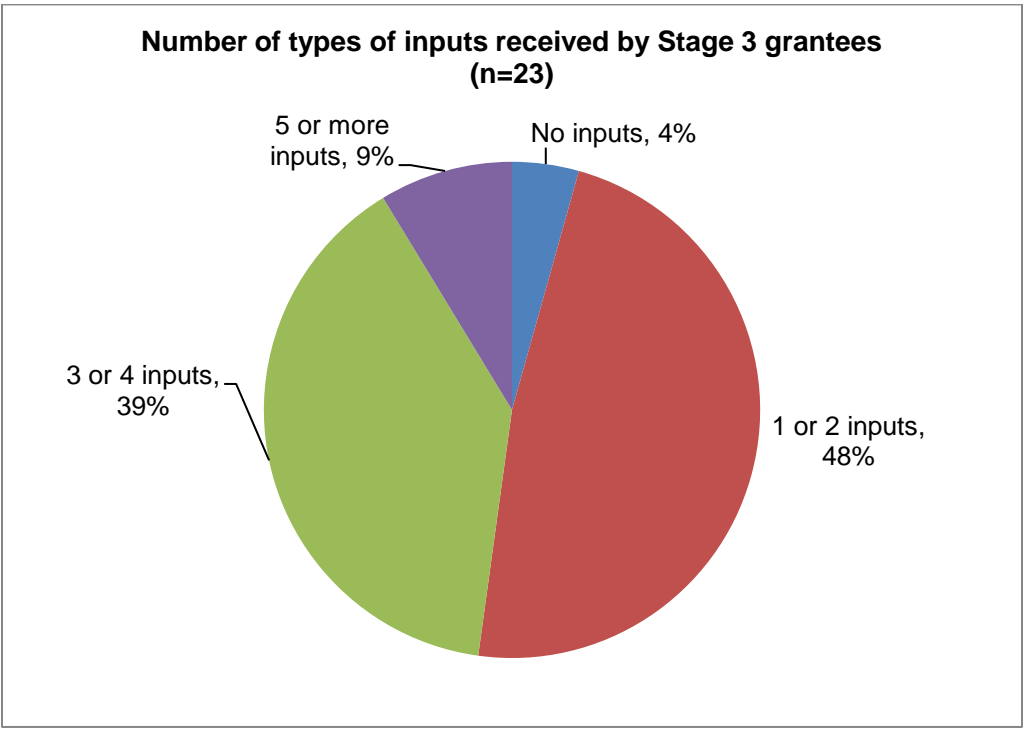
Stage 3 Highlights:

In this docket, there are 23 grassroots partners in Stage 3: 3 are in year 3 of GFC funding; 11 are in year 4; 6 are in year 5; and 3 are in year 6. The average budget size in Stage 3 is \$113,917, with a range of \$19,620 to \$600,000.

A brief analysis of capacity-building inputs for grassroots partners in this stage shows what inputs have been received by these organizations to date, as well as how many capacity-building inputs these Stage 3 partners have received during their GFC funding relationship so far.



Further analysis shows that 96 percent of Stage 3 partners have received at least one capacity-building input to date, and that nearly 40 percent have received at least three of GFC's available capacity-building inputs.



In this stage, 1 grant recommendation has been highlighted for innovation and learning:
- Onda Solidaria (Brazil), page 28

Center for Development Initiatives

Accra, Ghana

Recommended grant: 11,000 USD

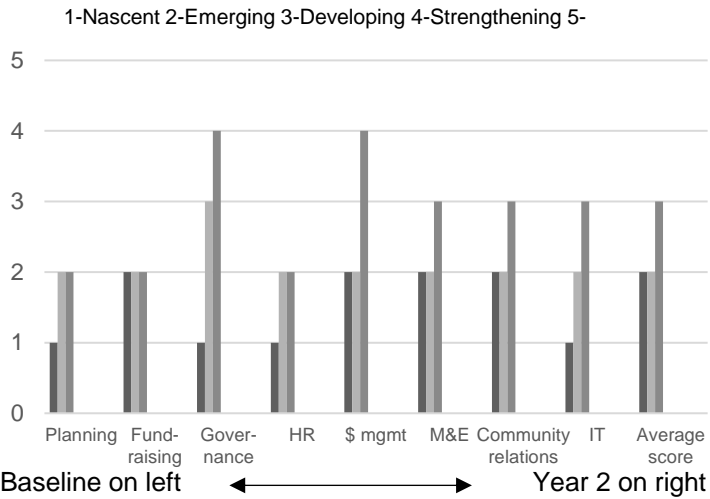
Program staff comments

Renewal comment: No concern for renewal.

Expenditure budget: CDI's increase in expenditure budget was a result of additional funding from Care International and USAID Ghana.

OCI: CDI credits OCI improvement in some areas to GFC capacity-building inputs and opportunity grants.

Organizational Capacity Index (OCI)



Budget and direct beneficiaries

	Expenditure Budget	Children served
Baseline	\$60,106	212
Year 1	\$81,150	275
Year 2	\$91,197	275

Budget change: 52%

Program outcome

Percentage of girls demonstrating improved academic performance

	Target	Actual
Baseline	N/A	60%
Year 1	70%	77%
Year 2	85%	75%

Child and Youth Protection Foundation

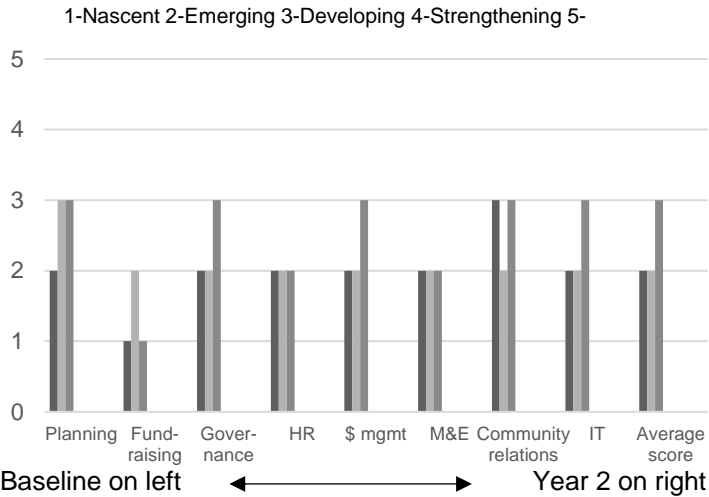
Abuja, Nigeria

Recommended grant: 8,000 USD

Program staff comments

Renewal comment: No concern for renewal.

Organizational Capacity Index (OCI)



Budget and direct beneficiaries

	Expenditure Budget	Children served
Baseline	\$24,772	105
Year 1	\$40,000	120
Year 2	\$36,008	114

Budget change: 45%

Program outcome

Percentage of girls transitioning to the next grade level

	Target	Actual
Baseline	N/A	55%
Year 1	80%	87%
Year 2	85%	86%

Insan Association

Beirut , Lebanon

Recommended grant: 24,000 USD

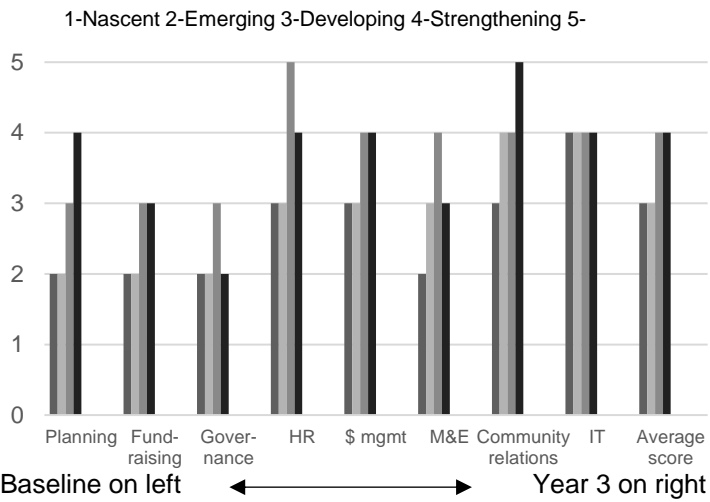
Program staff comments

Renewal comment: No concern for renewal.

Expenditure budget: Insan’s expenditure budget increased due to more funding from existing donors and new grants from organizations such as GlobalGiving and the French Embassy.

Children served: The number of children served increased because of Insan’s expansion of its girls’ education program and its efforts to respond to the needs of Syrian refugees.

Organizational Capacity Index (OCI)



Budget and direct beneficiaries

	Expenditure Budget	Children served
Baseline	\$174,400	260
Year 1	\$401,586	501
Year 2	\$394,733	552
Year 3	\$600,000	673

Budget change: 244%

Program outcome

Percentage of adolescent girls who transitioned to the next grade level

	Target	Actual
Baseline	N/A	80%
Year 1	85%	100%
Year 2	85%	95%
Year 3	90%	97%

Girls Leading Our World Initiatives

Kisumu, Kenya

Recommended grant: 10,000 USD

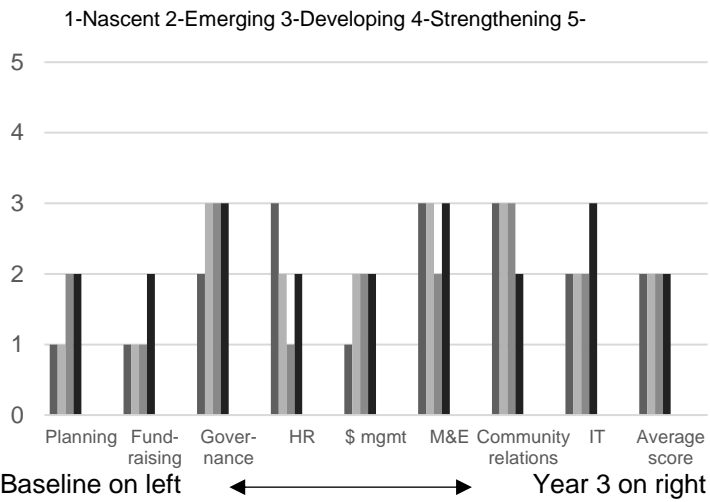
Program staff comments

Renewal comment: No concern for renewal.

Expenditure budget: With guidance from GFC, iGLOW launched a successful local fundraising program to expand its girls' education program, resulting in an increase in the expenditure budget.

Children served: Increased budget size and guidance from experienced GFC partners such as NIGEE helped iGLOW reach more girls.

Organizational Capacity Index (OCI)



Budget and direct beneficiaries

	Expenditure Budget	Children served
Baseline	\$45,348	86
Year 1	\$47,326	90
Year 2	\$41,190	105
Year 3	\$69,021	214

Budget change: 52%

Program outcome

Percentage of adolescent girls who transitioned to the next grade level

	Target	Actual
Baseline	N/A	70%
Year 1	85%	95%
Year 2	80%	98%
Year 3	90%	100%

Centre for Children’s Health Education, Orientation and Protection

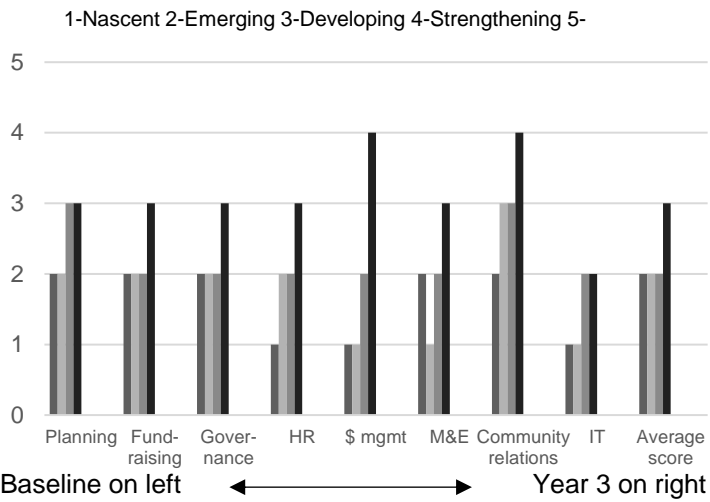
Lagos, Nigeria

Recommended grant: 7,000 USD

Program staff comments

- Renewal comment:** No concern for renewal.
- Children served:** CEE-HOPE reached more beneficiaries because of in-kind support received for relief after government evictions of residents in some areas of its operation.
- OCI:** CEE-HOPE credits improvement in some OCI categories to a GFC organizational development award and coaching from GFC staff.

Organizational Capacity Index (OCI)



Budget and direct beneficiaries

	Expenditure Budget	Children served
Baseline	\$20,500	81
Year 1	\$26,870	580
Year 2	\$30,211	550
Year 3	\$35,831	750

Budget change: 75%

Program outcome

Percentage of adolescent girls who transitioned to the next grade level

	Target	Actual
Baseline	N/A	70%
Year 1	85%	80%
Year 2	95%	85%
Year 3	95%	96%

Action for Children

Arusha, Tanzania

Recommended grant: 9,000 USD

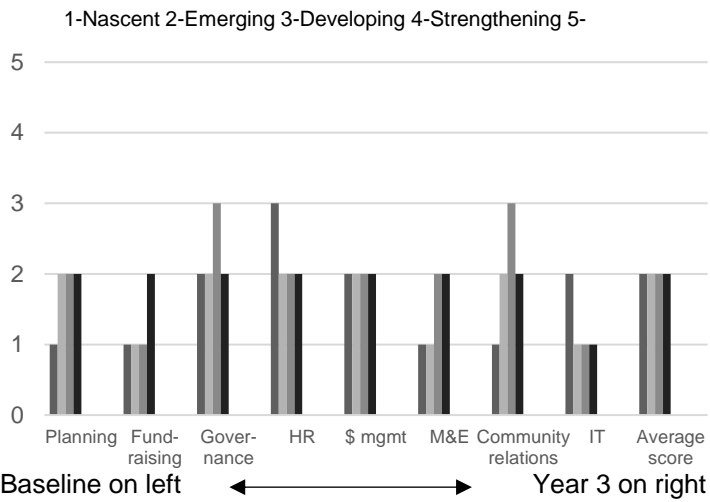
Program staff comments

Renewal comment: No concern for renewal.

Expenditure budget: AfC’s budget reduction was a result of most local existing donors providing in-kind support instead of cash grants.

Children served: Though its cash grants were reduced, AfC used in-kind contributions it received, along with support from the Arusha Social Welfare Department, to nearly double the number of children served.

Organizational Capacity Index (OCI)



Budget and direct beneficiaries

	Expenditure Budget	Children served
Baseline	\$70,500	200
Year 1	\$8,000	100
Year 2	\$54,820	120
Year 3	\$27,500	230

Budget change: -61%

Program outcome

Percentage of students who improved their academic performance

	Target	Actual
Baseline	N/A	70%
Year 1	90%	80%
Year 2	90%	85%
Year 3	90%	90%

Boy Child Initiative

Nairobi, Kenya

Recommended grant: 11,000 USD

Program staff comments

Renewal comment: No concern for renewal.

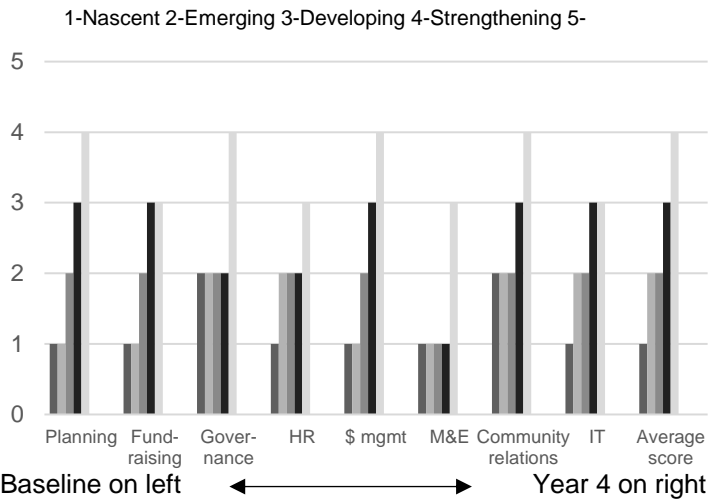
Expenditure budget: Additional funding from World Friends for BCI's early childhood development and youth livelihood skills programs accounts for BCI's budget growth.

Children served: BCI expanded its programs to support adolescent youth, most of whom have their children at BCI's early childhood development center, and that accounts for the increase in the number of children served.

Program outcome: Several capacity-building inputs that BCI received from GFC accounts for the positive change in the organization's program outcome.

OCI: OCI improvement in governance, financial management and HR is a result of direct support BCI received from Grant Thornton in Kenya and board improvement materials that GFC shared wi

Organizational Capacity Index (OCI)



Budget and direct beneficiaries

	Expenditure Budget	Children served
Baseline	\$32,200	154
Year 1	\$13,430	184
Year 2	\$12,200	210
Year 3	\$49,700	258
Year 4	\$57,521	314

Budget change: 79%

Program outcome

Number of children living in slums who transitioned to primary school

	Target	Actual
Baseline	N/A	154
Year 1	50	69
Year 2	100	83
Year 3	100	102
Year 4	120	196

Vumundzuku-bya Vana | Our Children’s Future

Gauteng, South Africa

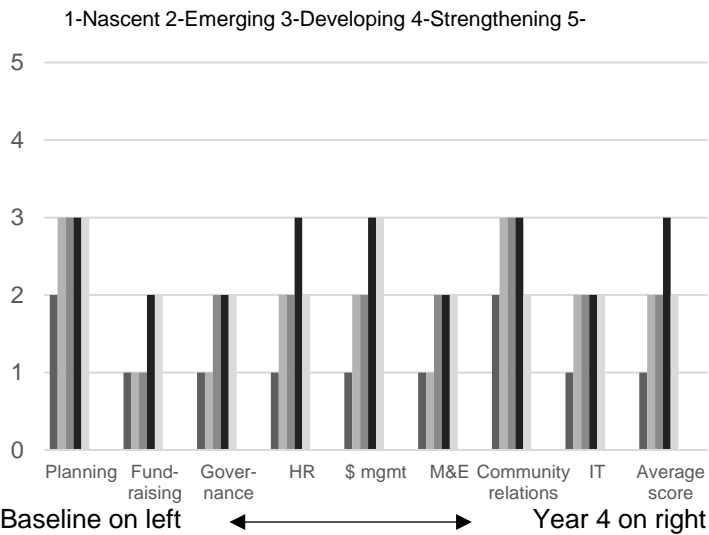
Recommended grant: 16,000 USD

Program staff comments

Renewal comment: No concern for renewal.

Expenditure budget: Contributions from individuals were lower last year, resulting in a reduction in the organizational budget.

Organizational Capacity Index (OCI)



Budget and direct beneficiaries

	Expenditure Budget	Children served
Baseline	\$12,000	160
Year 1	\$17,000	160
Year 2	\$24,197	185
Year 3	\$41,452	190
Year 4	\$32,783	160

Budget change: 173%

Program outcome

Percentage of HIV/AIDS-affected children removed from unsafe or abusive environments

	Target	Actual
Baseline	N/A	66%
Year 1	80%	92%
Year 2	85%	90%
Year 3	80%	95%
Year 4	90%	100%

Sports and Leadership Training Academy

Battambang, Cambodia

Recommended grant: 15,000 USD

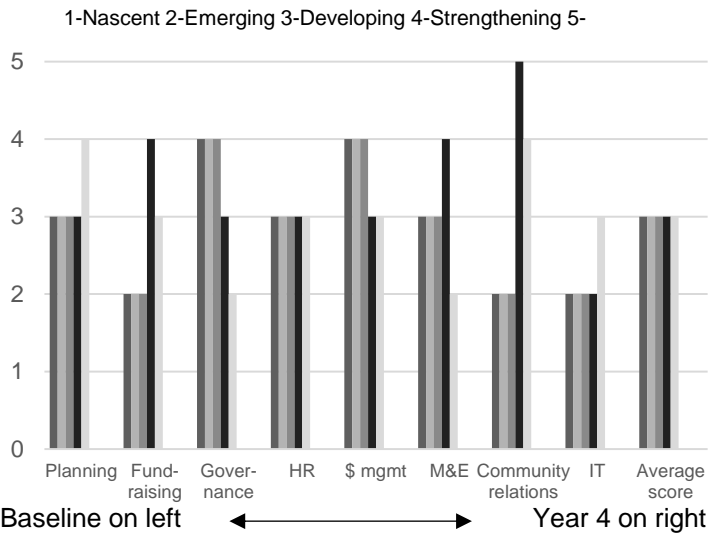
Program staff comments

Renewal comment: No concern for renewal.

Expenditure budget: The significant decrease in the expenditure budget is due to one funder withdrawing to diversify its portfolio and another funder reducing its support by about \$10,000 over the last year.

Children served: Organizational restructuring has reduced the number of children in the SALT soccer leagues.

Organizational Capacity Index (OCI)



Budget and direct beneficiaries

	Expenditure Budget	Children served
Baseline	\$137,940	2,000
Year 1	\$148,959	2,000
Year 2	\$187,276	1,400
Year 3	\$201,458	6,538
Year 4	\$136,899	4,056

Budget change: -1%

Program outcome

Percentage of girls in the education programs who transitioned to the next grade level

	Target	Actual
Baseline	N/A	100%
Year 1	100%	90%
Year 2	100%	100%
Year 3	95%	100%
Year 4	100%	95%

Leaders in Community

London, United Kingdom

Recommended grant: 17,000 USD

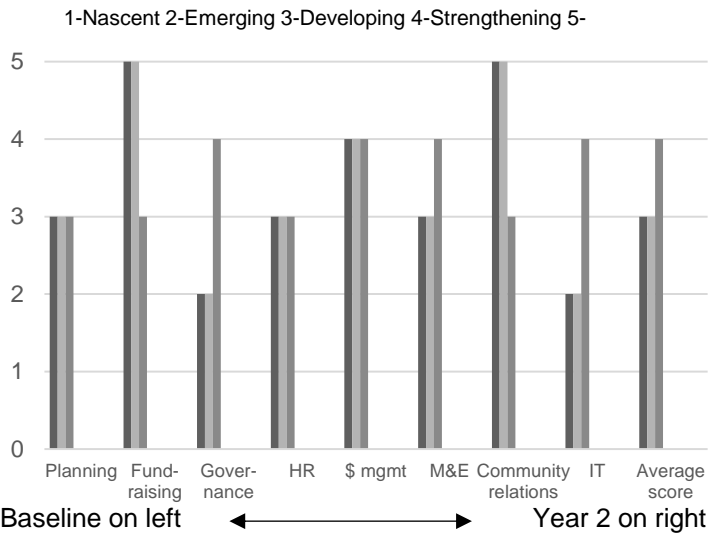
Program staff comments

Renewal comment: No concern for renewal.

Expenditure budget: The organization had fewer donors in the last year, and therefore the budget decreased.

Children served: The organization had fewer donors and less funding last year and was therefore unable to reach as many kids through the outreach program.

Organizational Capacity Index (OCI)



Budget and direct beneficiaries

	Expenditure Budget	Children served
Baseline	\$290,000	641
Year 1	\$290,000	641
Year 2	\$188,000	350

Budget change: -35%

Program outcome

Percentage of program participants who participated in a community project after completing the program

	Target	Actual
Baseline	N/A	70%
Year 1	100%	70%
Year 2	100%	83%

Orphan's Future

Ternopil, Ukraine

Recommended grant: 11,000 USD

Program staff comments

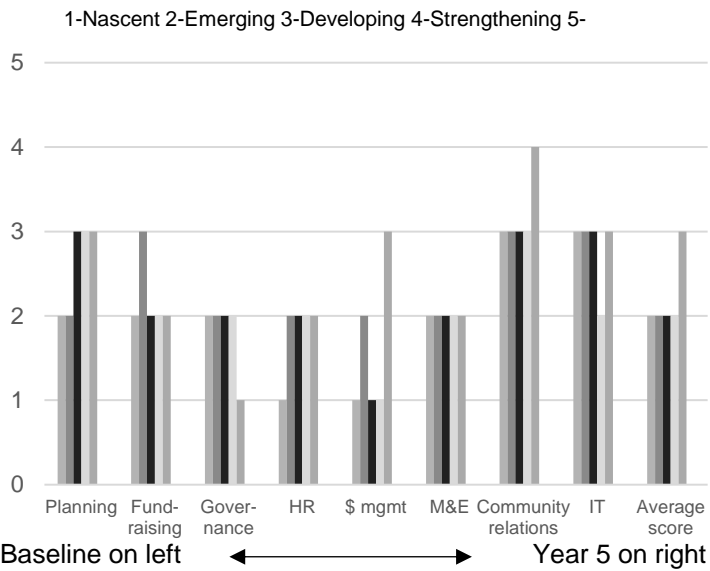
Renewal comment: No concern for renewal.

Expenditure budget: Although the organization's budget decreased somewhat last year, its overall donor base has expanded.

Children served: Because the organization's mentoring program has been adopted by the government, the organization has slightly fewer beneficiaries.

Program outcome: The organization started to report on a new outcome in year 3.

Organizational Capacity Index (OCI)



Budget and direct beneficiaries

	Expenditure Budget	Children served
Baseline	\$19,700	250
Year 1	\$20,839	250
Year 2	\$30,508	200
Year 3	\$25,400	160
Year 4	\$21,273	165
Year 5	\$19,620	140

Budget change: 0%

Program outcome

Percentage of program participants that have transitioned to higher education, vocational training, or employment

	Target	Actual
Baseline	N/A	N/A
Year 1	N/A	N/A
Year 2	N/A	N/A
Year 3	N/A	100%
Year 4	100%	100%
Year 5	100%	100%

Cooperativa Mixta Juvenil Emprendedores Solidarios (Coed Youth Cooperative "Entrepreneurs in Solidarity")

San Pedro Sula, Honduras

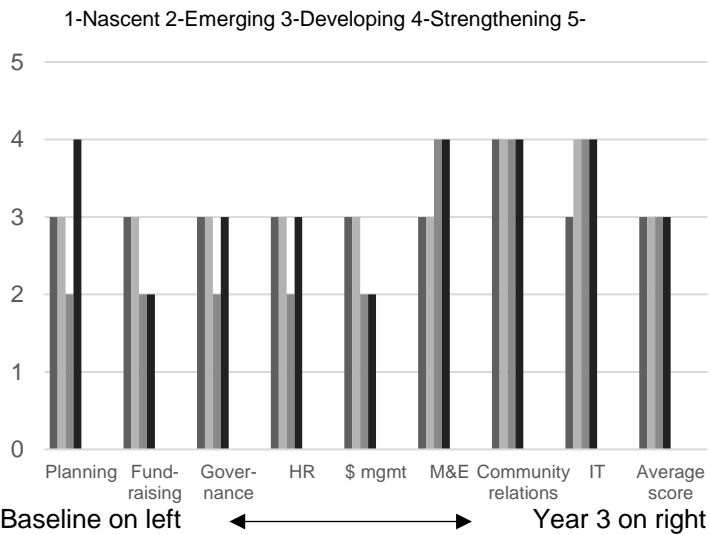
Recommended grant: 12,000 USD

Program staff comments

Renewal comment: No concern for renewal.

Expenditure budget: CMJ's budget increased due to funding from International Samaritan.

Organizational Capacity Index (OCI)



Budget and direct beneficiaries

	Expenditure Budget	Children served
Baseline	\$67,200	1,200
Year 1	\$57,000	1,300
Year 2	\$24,000	1,300
Year 3	\$38,500	1,500

Budget change: -43%

Program outcome

Percentage of program participants who acquired knowledge that permits them to prevent pregnancies

	Target	Actual
Baseline	N/A	N/A
Year 1	80%	98%
Year 2	99%	94%
Year 3	95%	91%

Organización para el Empoderamiento de la Juventud (Organization for Youth Empowerment)

El Progreso, Honduras

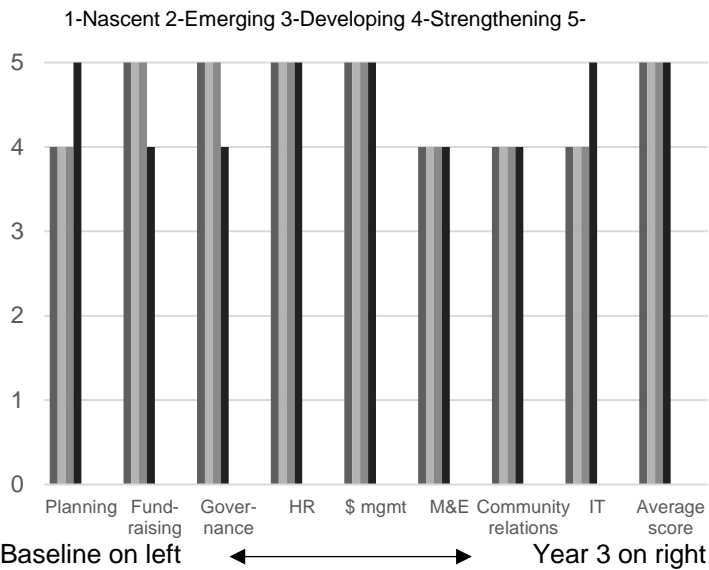
Recommended grant: 14,000 USD

Program staff comments

Renewal comment: No concern for renewal.

Expenditure budget: OYE's budget increased due to larger grants from several of its institutional donors.

Organizational Capacity Index (OCI)



Budget and direct beneficiaries

	Expenditure Budget	Children served
Baseline	\$137,147	95
Year 1	\$151,923	562
Year 2	\$210,406	1,250
Year 3	\$286,587	1,300

Budget change: 109%

Program outcome

Percentage of program participants who increased their knowledge of gender-equitable attitudes and behaviors

	Target	Actual
Baseline	N/A	N/A
Year 1	N/A	100%
Year 2	100%	100%
Year 3	100%	100%

Centro Integral de Atención a las Mujeres (Comprehensive Care Center for Women)

Cancun, Quintana Roo, Mexico

Recommended grant: 17,000 USD

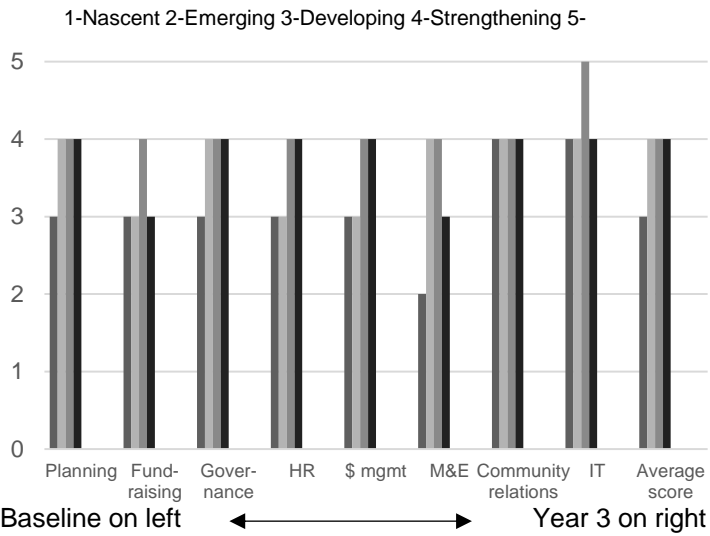
Program staff comments

Renewal comment: No concern for renewal.

Expenditure budget: CIAM had previously submitted several proposals to local and international funders, and the proposals were approved this past year, resulting in an increase in the expenditure budget.

Program outcome: The organization started to report on a new outcome in year 1.

Organizational Capacity Index (OCI)



Budget and direct beneficiaries

	Expenditure Budget	Children served
Baseline	\$165,064	1,138
Year 1	\$150,368	1,753
Year 2	\$90,969	1,753
Year 3	\$130,409	1,747

Budget change: -21%

Program outcome

Percentage of program participants who reported safe sexual practices to prevent pregnancy or STIs

	Target	Actual
Baseline	N/A	N/A
Year 1	N/A	40%
Year 2	40%	100%
Year 3	100%	76%

México y Caribe Jóvenes A.C. (Mexico and Caribbean Youth)

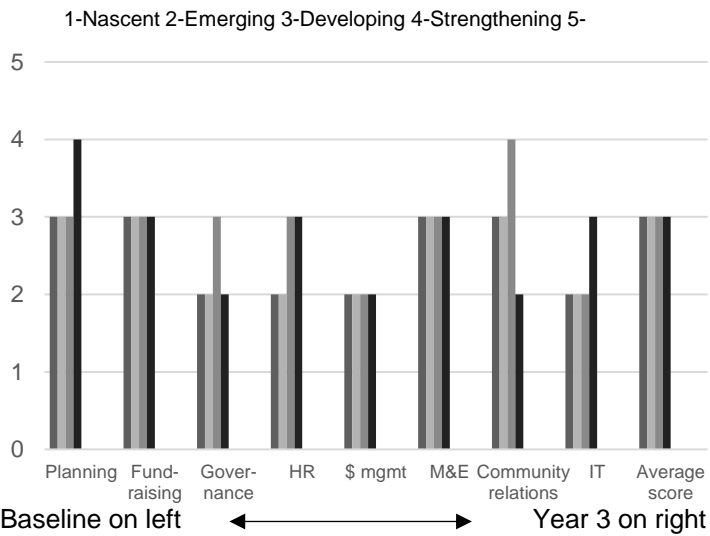
Chetumal, Quintana Roo, Mexico

Recommended grant: 7,000 USD

Program staff comments

Renewal comment: No concern for renewal.

Organizational Capacity Index (OCI)



Budget and direct beneficiaries

	Expenditure Budget	Children served
Baseline	\$40,000	50
Year 1	\$40,000	50
Year 2	\$50,000	150
Year 3	\$42,000	200

Budget change: 5%

Program outcome

Percentage of program participants with increased knowledge of birth control methods

	Target	Actual
Baseline	N/A	100%
Year 1	80%	100%
Year 2	100%	100%
Year 3	100%	100%

Red + Posithiva de Quintana Roo (Positive Network of Quintana Roo)

Cancun, Quintana Roo, Mexico

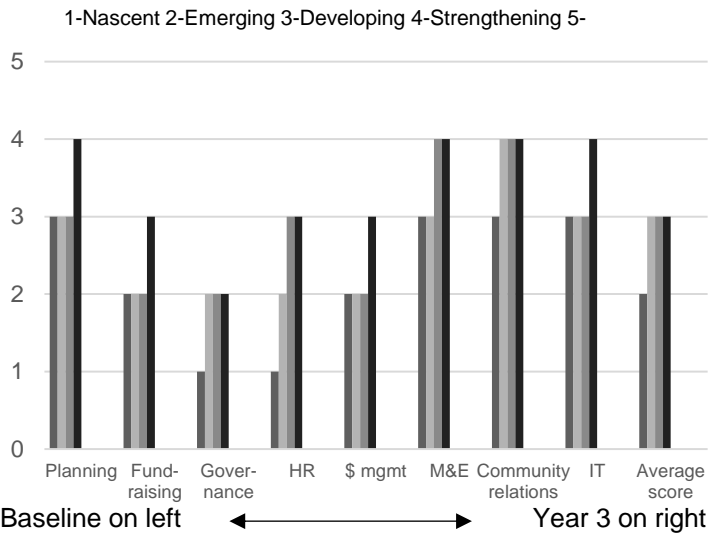
Recommended grant: 10,000 USD

Program staff comments

Renewal comment: No concern for renewal.

Children served: In years 1 and 2, the organization reported only the number of children served through its GFC-supported program, rather than the total number of children served by the organization; the number reported this year reflects the total number.

Organizational Capacity Index (OCI)



Budget and direct beneficiaries

	Expenditure Budget	Children served
Baseline	\$58,000	4,800
Year 1	\$91,930	2,000
Year 2	\$107,000	1,200
Year 3	\$117,500	5,445

Budget change: 103%

Program outcome

Percentage of program participants who increase their gender-equitable attitudes

	Target	Actual
Baseline	N/A	N/A
Year 1	N/A	100%
Year 2	50%	100%
Year 3	80%	100%

Association Zanmi Timoun (Friends of the Children Association)

Port-au-Prince, Haiti

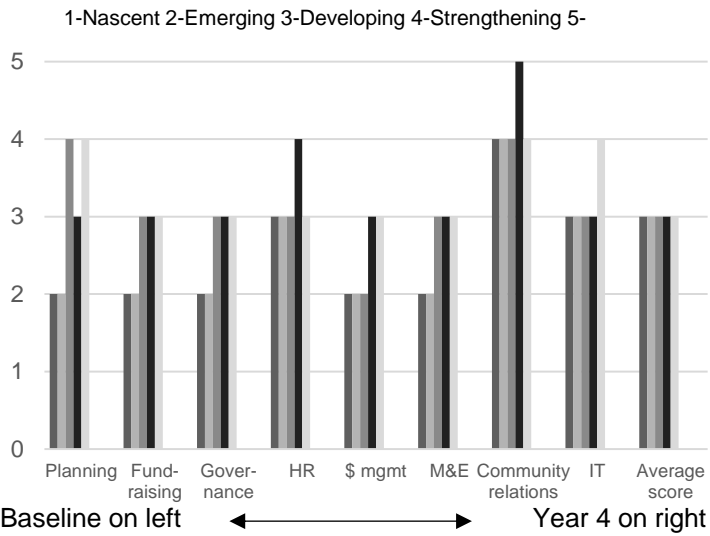
Recommended grant: 15,000 USD

Program staff comments

Renewal comment: No concern for renewal.

Children served: Zanmi Timoun saw an increase in the number of children who required assistance with legal documentation, and provided 720 children and youth with this service, resulting in an increase in the total number of children served.

Organizational Capacity Index (OCI)



Budget and direct beneficiaries

	Expenditure Budget	Children served
Baseline	\$193,000	2,100
Year 1	\$150,000	1,700
Year 2	\$165,000	1,700
Year 3	\$150,000	1,047
Year 4	\$170,000	1,699

Budget change: -12%

Program outcome

Percentage of program participants who were referred to appropriate legal, social, or health services

	Target	Actual
Baseline	N/A	80%
Year 1	80%	90%
Year 2	N/A	50%
Year 3	100%	100%
Year 4	50%	100%

Asociación de Sordociegos de Nicaragua (Nicaraguan Deafblind Association)

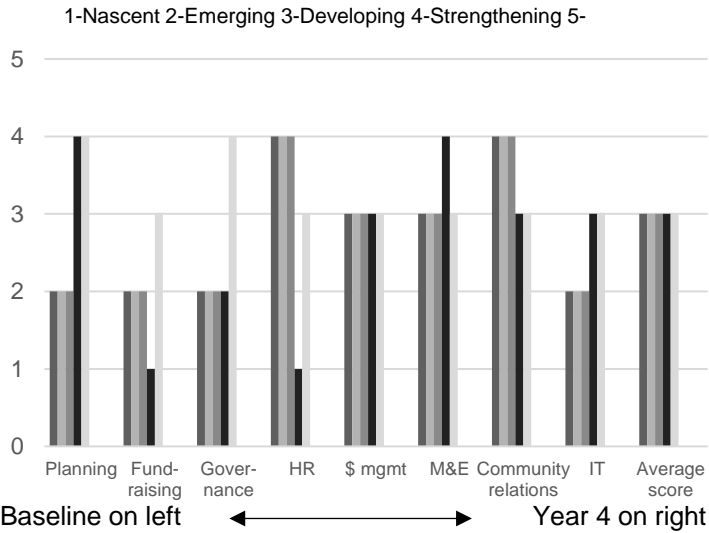
Managua, Nicaragua

Recommended grant: 7,000 USD

Program staff comments

Renewal comment: No concern for renewal.

Organizational Capacity Index (OCI)



Budget and direct beneficiaries

	Expenditure Budget	Children served
Baseline	\$54,934	90
Year 1	\$38,270	138
Year 2	\$46,525	150
Year 3	\$62,091	150
Year 4	\$67,835	150

Budget change: 23%

Program outcome

Number of program participants who learn braille, sign language, and/or mobility techniques

	Target	Actual
Baseline	N/A	18
Year 1	20	22
Year 2	30	30
Year 3	30	30
Year 4	20	36

Asociación Movimiento de Mujeres por Nuestros Derechos Humanos (Movement of Women for Our Human Rights Association)

Villa El Carmen, Nicaragua

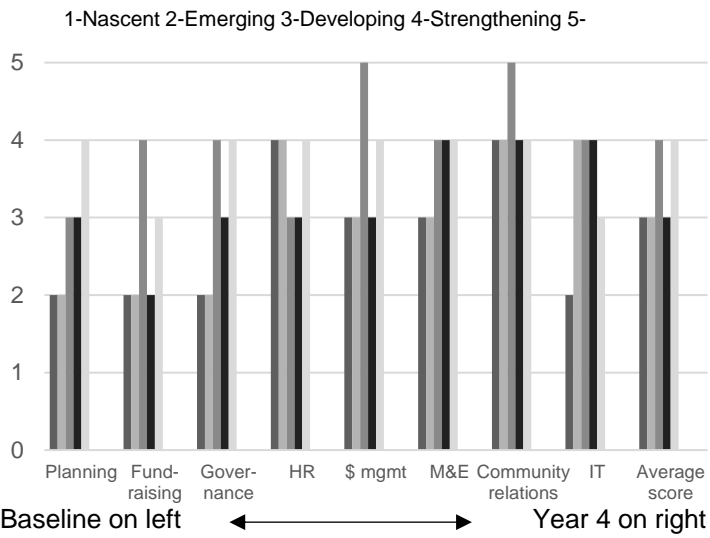
Recommended grant: 18,000 USD

Program staff comments

Renewal comment: No concern for renewal.

Expenditure budget: MOMUNDH's budget decreased relative to the previous year because the previous year's budget reflected receipt of the With and For Girls Award, plus extra funding from Mama Cash for a special initiative.

Organizational Capacity Index (OCI)



Budget and direct beneficiaries

	Expenditure Budget	Children served
Baseline	\$35,779	153
Year 1	\$36,858	225
Year 2	\$61,941	290
Year 3	\$109,790	290
Year 4	\$52,442	300

Budget change: 47%

Program outcome

Number of program participants who increased their knowledge of safety issues

	Target	Actual
Baseline	N/A	153
Year 1	N/A	225
Year 2	300	290
Year 3	290	290
Year 4	290	290

Onda Solidária (Solidarity Wave)

Rio de Janeiro, Brazil

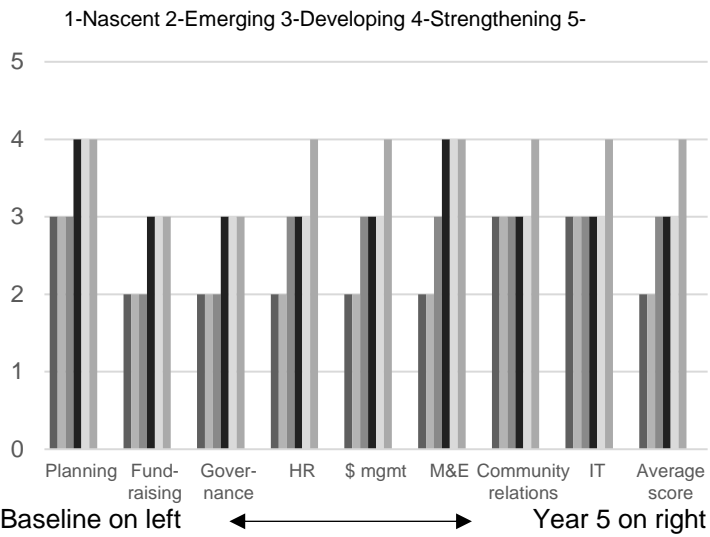
Recommended grant: 20,000 USD

Program staff comments

Renewal comment: Flag for innovation and learning for renewal. Since 2012, Onda Solidária has shown consistent improvement in its programming and visibility. Its environmental-education mini-village went from being an empty field to boasting an organic garden, a farm, a kitchen, a dining area, classrooms, dormitories, and an eco-sanitation system—all built by volunteers from around the world with eco-friendly materials. Its sports program has now been replicated in two states, with a plan to expand to other communities in need throughout Brazil.

Children served: Last year, Onda Solidária offered more educational workshops and services at its Mina Gerais site, in addition to an expanded sports program, resulting in an increase in the total number of children served.

Organizational Capacity Index (OCI)



Budget and direct beneficiaries

	Expenditure Budget	Children served
Baseline	\$72,006	150
Year 1	\$72,010	160
Year 2	\$65,000	230
Year 3	\$72,490	300
Year 4	\$72,490	300
Year 5	\$75,819	445

Budget change: 5%

Program outcome

Percentage of youth participants who were integrated into the labor market

	Target	Actual
Baseline	N/A	50%
Year 1	50%	70%
Year 2	55%	63%
Year 3	55%	55%
Year 4	55%	55%
Year 5	50%	60%

Chantiik Taj Tajinkutik (Playing to Learn)

San Cristóbal de las Casas, Mexico

Recommended grant: 17,000 USD

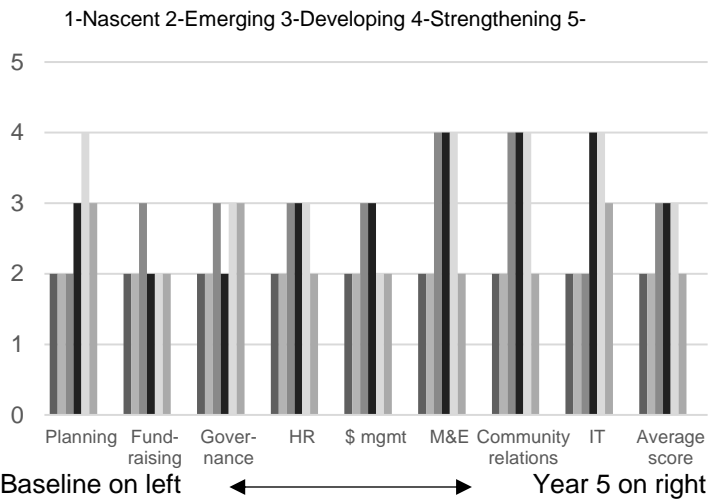
Program staff comments

Renewal comment: No concern for renewal.

Expenditure budget: Chantiik received funding earmarked for strategic planning and communications, in addition to a small grant for additional workshops, resulting in an increase in budget but not in the number of children served.

Program outcome: The organization started to report on a new outcome in year 2.

Organizational Capacity Index (OCI)



Budget and direct beneficiaries

	Expenditure Budget	Children served
Baseline	\$35,000	30
Year 1	\$57,790	57
Year 2	\$53,692	57
Year 3	\$43,580	57
Year 4	\$43,580	30
Year 5	\$61,443	30

Budget change: 76%

Program outcome

Percentage of program participants who completed the skills training program

	Target	Actual
Year 2	N/A	100%
Year 3	100%	100%
Year 4	100%	100%
Year 5	100%	100%

Divya Down’s Development Trust

Bengaluru, India

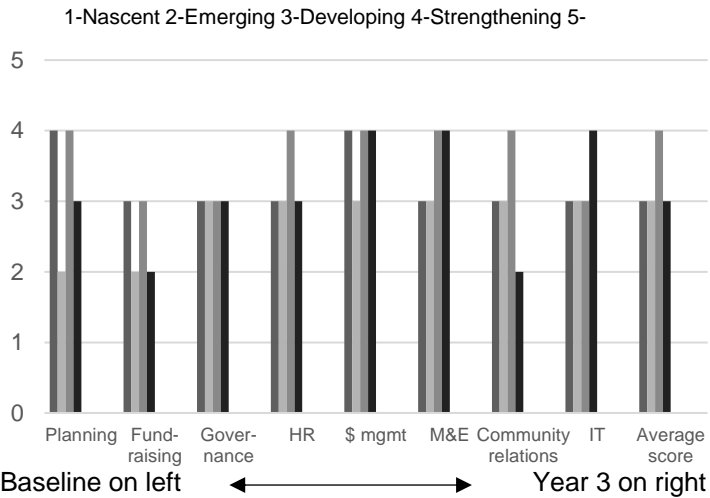
Recommended grant: 5,000 USD

Program staff comments

Renewal comment: No concern for renewal.

Expenditure budget: The sharp increase in the expenditure budget was due mainly to \$15,000 in non-recurring purchases that included a 13-seat vehicle, a bakery unit, and jute bag stitching machines.

Organizational Capacity Index (OCI)



Budget and direct beneficiaries

	Expenditure Budget	Children served
Baseline	\$11,591	31
Year 1	\$12,819	35
Year 2	\$15,921	32
Year 3	\$41,975	35

Budget change: 262%

Program outcome

Number of children demonstrating growth in cognitive and perceptual skills

	Target	Actual
Baseline	N/A	30
Year 1	40	35
Year 2	50	32
Year 3	40	35

Equal Community Foundation

Pune, India

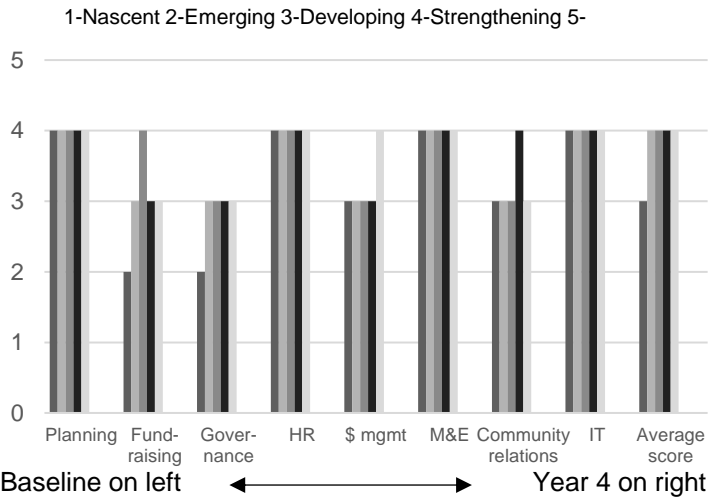
Recommended grant: 19,000 USD

Program staff comments

Renewal comment: No concern for renewal.

Expenditure budget: The increase in the expenditure budget is due to ECF raising substantial funding from Rohini Nilekani Philanthropies.

Organizational Capacity Index (OCI)



Budget and direct beneficiaries

	Expenditure Budget	Children served
Baseline	\$79,073	600
Year 1	\$85,326	800
Year 2	\$95,324	856
Year 3	\$106,514	685
Year 4	\$241,198	653

Budget change: 205%

Program outcome

Number of boys demonstrating evidence of behavior change toward gender equity

	Target	Actual
Baseline	N/A	61
Year 1	61	80
Year 2	90	77
Year 3	70	91
Year 4	91	82

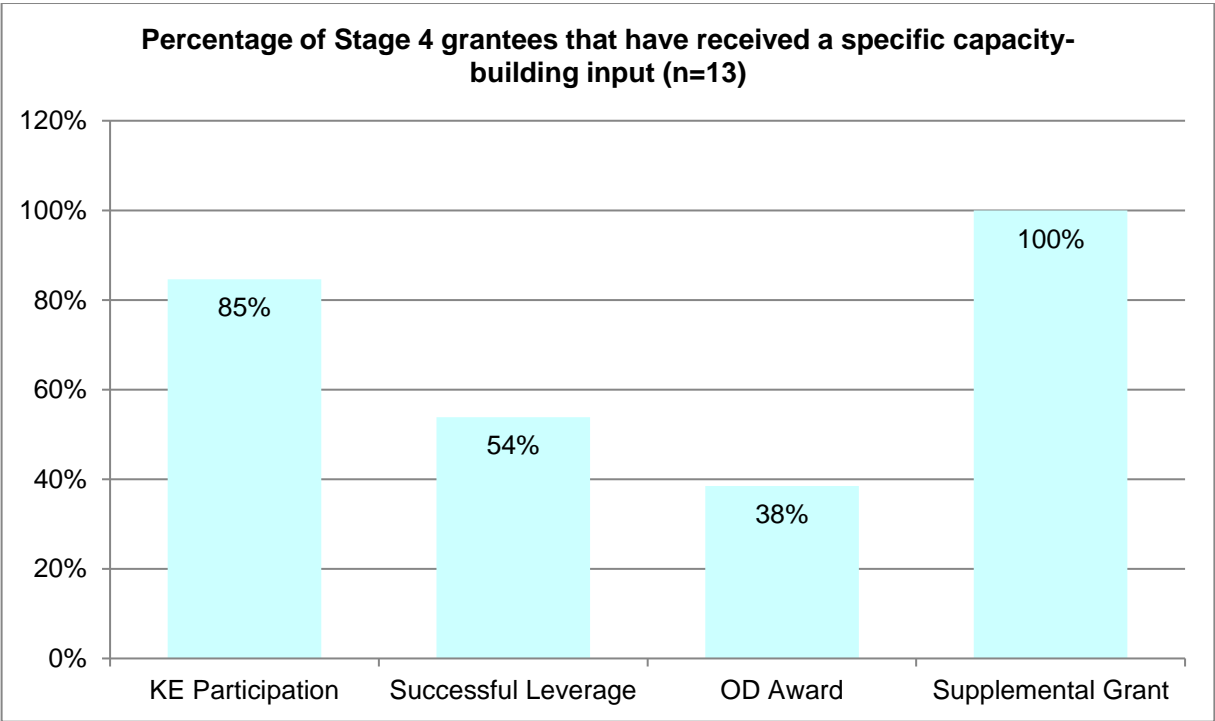
Grants Docket Analysis
Stage 4: Exiting

This stage is intended to reflect a final primary grant for programmatic and organizational support to our longer-term grassroots partners. These partners are graduating from GFC funding following several years of support and capacity-building inputs and, in most cases, are exiting as bigger and stronger organizations. Exit decisions are based on multiple factors: primarily, the organization has grown to a point where GFC’s model of small grants coupled with capacity-building inputs is less influential and valuable to the grassroots partner; and/or the length of GFC’s total funding (in years of support) has flat or increasingly diminished returns; and/or the organization and program have reached a peak stage in their development. In these cases, GFC makes a considered decision to exit, and aims to do so in a smart and strategic manner. To this end, most exits at this stage are planned, with extensive dialogue and fair notice of the funding relationship coming to completion.

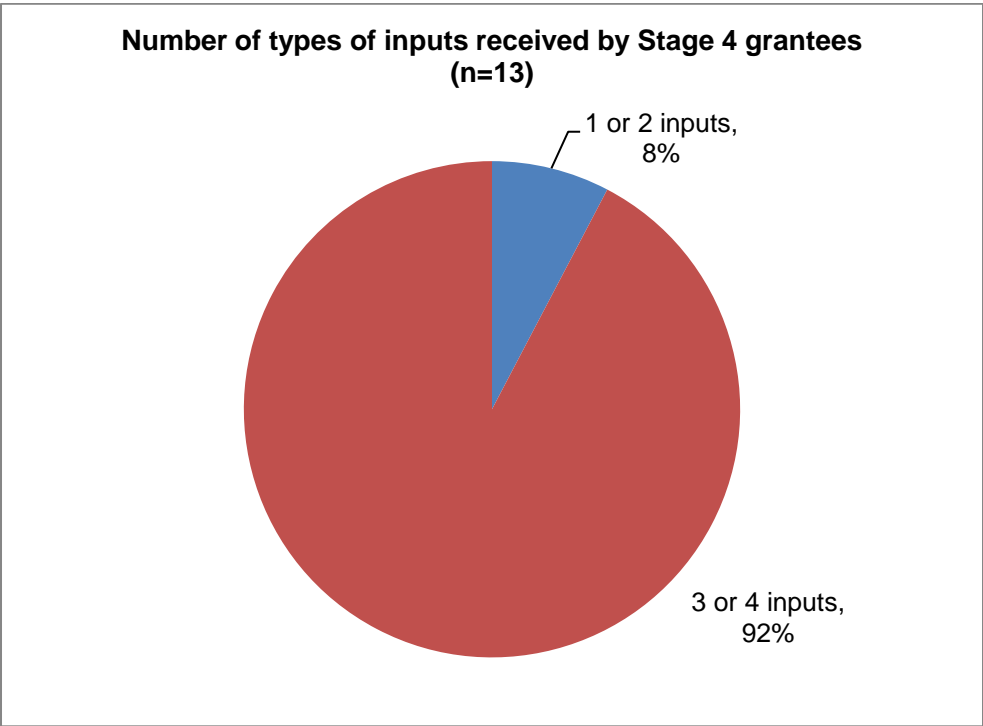
The Stage 4 grant recommendations to the board express a retrospective view of the funding relationship, from initial grant to exit. Longitudinal data is presented for both organizational and programmatic metrics. The case for exit is addressed, as are measures taken by the regional program staff to mitigate any burdens subsequent to the end of GFC funding. All efforts will be made to reach the exit stage with prospects for leveraged funding and opportunities for increased visibility.

In this docket, 13 grant recommendations are presented at this stage for a final primary grant from GFC.

Typically, the majority of grassroots partners at this stage have received GFC capacity-building inputs, including supplemental grants that maximize the primary investment. In the past few years, capacity-building inputs have been more broadly applied and resourced, which means an increase in access and use. This trend is reflected here, as 85 percent all of the exiting grassroots partners have participated in a Knowledge Exchange (KE) and all have received a supplemental grant, while GFC successfully secured leveraging for over half of the exiting grassroots partners.



Further analysis shows that all of the Stage 4 grassroots partners have received capacity-building inputs to date, and over 90 percent have received three or more inputs.



Among the grassroots partners recommended for exit, we see some notable trends on budget growth and organizational strengthening. The average budget size for exiting partners is \$165,351, with a range from \$24,320 to \$643,750. On average, these exiting partners have been funded for 7 years, with a range from 6 years to 8 years. All of these partners experienced budget growth and the average growth was 790 percent. Budget growth is a multifaceted indicator of success, as organizations become more established and complex at higher budget thresholds.

As part of the GFC metrics framework, we collect organizational strengthening data through the Organizational Capacity Index (OCI). Exiting grassroots partners have climbed organizational capacity stages of nascent, emerging, developing, strengthening, and thriving. Eighty-four percent of exiting partners have had growth in their average OCI score, with 57 percent showing significant growth of 30 percent or more in average score.

Point d’Ecoute (Listening Point)

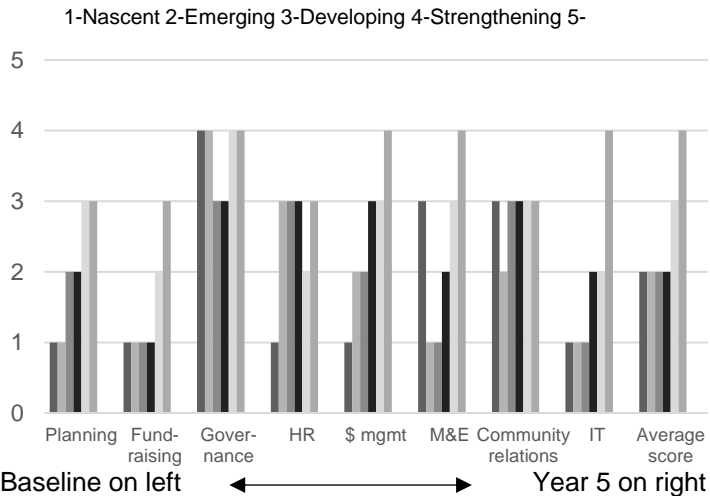
Gisenyi, Rwanda

Recommended grant: 14,000 USD

Program staff comments

Renewal comment: No concern for renewal.
OCI: The organization credits improvement in some OCI categories to a GFC organizational development award and guidance from other experienced GFC grassroots partners.

Organizational Capacity Index (OCI)



Budget and direct beneficiaries

	Expenditure Budget	Children served
Baseline	\$126,345	1,580
Year 1	\$130,000	1,580
Year 2	\$47,500	1,161
Year 3	\$51,575	1,144
Year 4	\$132,853	1,545
Year 5	\$137,688	1,648

Budget change: 9%

Program outcome

Percentage of program participants integrated into a safe environment

	Target	Actual
Baseline	N/A	43%
Year 1	90%	80%
Year 2	90%	85%
Year 3	95%	90%
Year 4	95%	90%
Year 5	95%	93%

Kito International

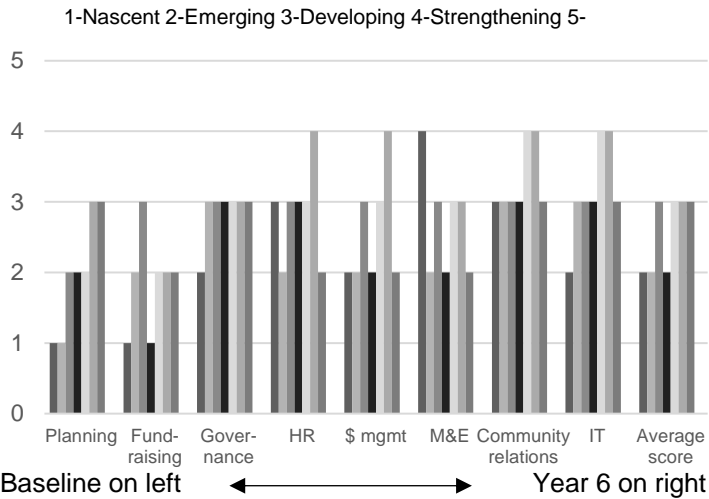
Nairobi, Kenya

Recommended grant: 20,000 USD

Program staff comments

- Renewal comment:** No concern for renewal.
- Expenditure budget:** Increased support from individuals, Kito’s income-generating activities, and new funding from Cordes Foundation for program expansion contributed to the budget increase.
- Children served:** Kito expanded its outreach program and received more referrals from the Youth Department of the Kenyan Ministry of Devolution and Planning, resulting in an increase in the number of program participants.

Organizational Capacity Index (OCI)



Budget and direct beneficiaries

	Expenditure Budget	Children served
Baseline	\$35,930	50
Year 1	\$15,750	65
Year 2	\$38,000	108
Year 3	\$26,000	120
Year 4	\$42,000	125
Year 5	\$43,100	135
Year 6	\$69,000	250

Budget change: 92%

Program outcome

Number of youth living on the streets who earned an income after training

	Target	Actual
Baseline	N/A	20
Year 1	50	15
Year 2	30	43
Year 3	30	35
Year 4	60	50
Year 5	50	60
Year 6	75	85

Children Assistance Program

Monrovia, Liberia

Recommended grant: 20,000 USD

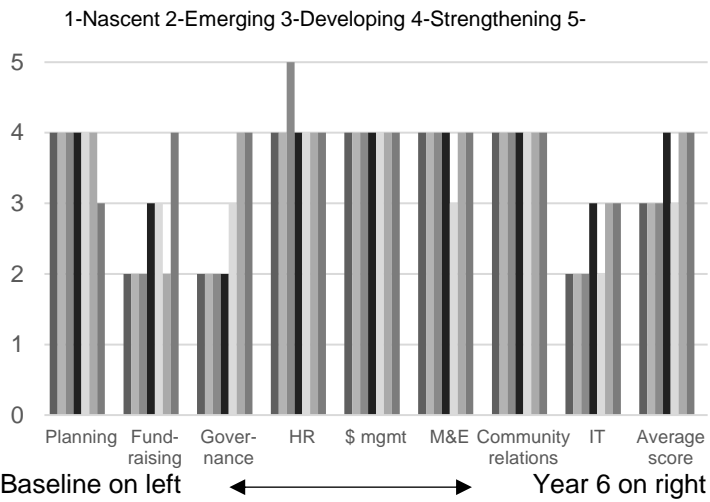
Program staff comments

Renewal comment: No concern for renewal.

Expenditure budget: CAP's budget growth was a result of additional funds the organization generated internally, as well as funding from the World Bank to expand its education initiatives.

Children served: The number of children served fell significantly because most of CAP's beneficiaries who were affected by the Ebola epidemic have either been reintegrated into their families or placed with foster parents.

Organizational Capacity Index (OCI)



Budget and direct beneficiaries

	Expenditure Budget	Children served
Baseline	\$90,000	1,500
Year 1	\$164,266	2,770
Year 2	\$85,000	1,100
Year 3	\$177,054	3,195
Year 4	\$104,781	3,045
Year 5	\$90,667	3,050
Year 6	\$158,000	650

Budget change: 76%

Program outcome

Percentage of program participants who transitioned to primary school

	Target	Actual
Baseline	N/A	90%
Year 1	80%	100%
Year 2	90%	100%
Year 3	100%	100%
Year 4	100%	25%
Year 5	50%	70%
Year 6	85%	100%

Jom Hean Anagod (First Step to a Solid Foundation)

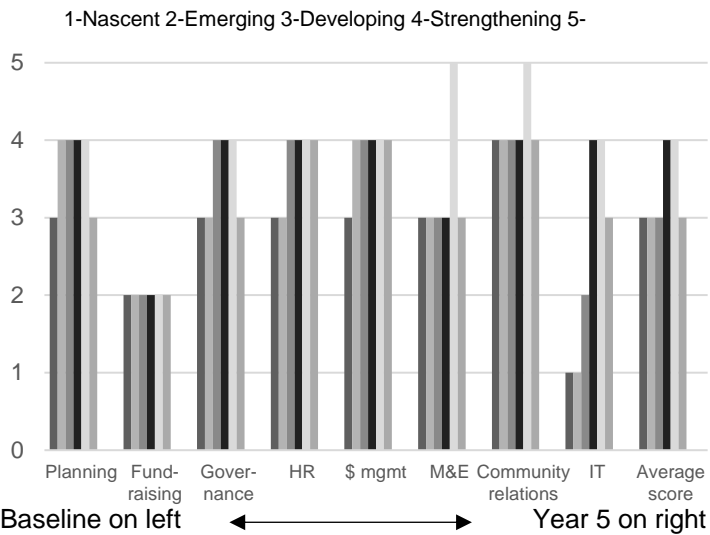
Phnom Penh, Cambodia

Recommended grant: 11,000 USD

Program staff comments

- Renewal comment:** No concern for renewal.
- Children served:** The natural transition of beneficiaries who leave the organization for employment, coupled with government-led election-season "cleanup" drives of street children, has resulted in a significant downturn in the number of children served.
- Program outcome:** Because of election-season "cleanup" drives of street children, the number of street children has temporarily dwindled; this population is expected to return to "normal" levels after the elections.

Organizational Capacity Index (OCI)



Budget and direct beneficiaries

	Expenditure Budget	Children served
Baseline	\$16,241	198
Year 1	\$21,123	198
Year 2	\$22,564	277
Year 3	\$23,871	310
Year 4	\$24,735	321
Year 5	\$24,320	55

Budget change: 50%

Program outcome

Percentage of program participants with increased knowledge of HIV/AIDS prevention behaviors

	Target	Actual
Baseline	N/A	50%
Year 1	65%	70%
Year 2	95%	100%
Year 3	95%	73%
Year 4	80%	72%
Year 5	78%	43%

Self Help Community Center

Siem Reap, Cambodia

Recommended grant: 15,000 USD

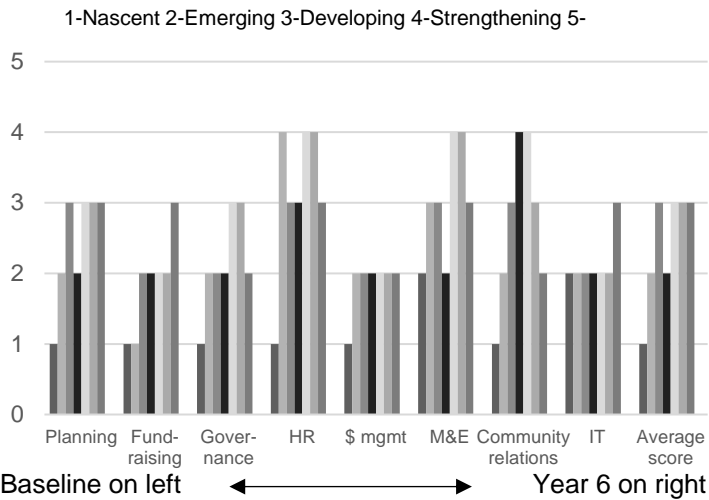
Program staff comments

Renewal comment: No concern for renewal.

Expenditure budget: Flooding destroyed some of SHCC’s income-generating projects, resulting in a reduction to its budget.

Children served: The reduction in the number of students served is a function of SHCC’s choice to prioritize quality over quantity; smaller class sizes mean more one-to-one instruction, which benefits the students’ learning.

Organizational Capacity Index (OCI)



Budget and direct beneficiaries

	Expenditure Budget	Children served
Baseline	\$19,915	1,200
Year 1	\$55,624	1,700
Year 2	\$144,037	1,480
Year 3	\$99,675	940
Year 4	\$99,761	912
Year 5	\$152,646	912
Year 6	\$120,000	720

Budget change: 503%

Program outcome

Percentage of children who enroll in state school after attending SHCC classes

	Target	Actual
Baseline	N/A	90%
Year 1	100%	90%
Year 2	100%	85%
Year 3	100%	85%
Year 4	90%	85%
Year 5	100%	99%
Year 6	100%	100%

Aziza’s Place

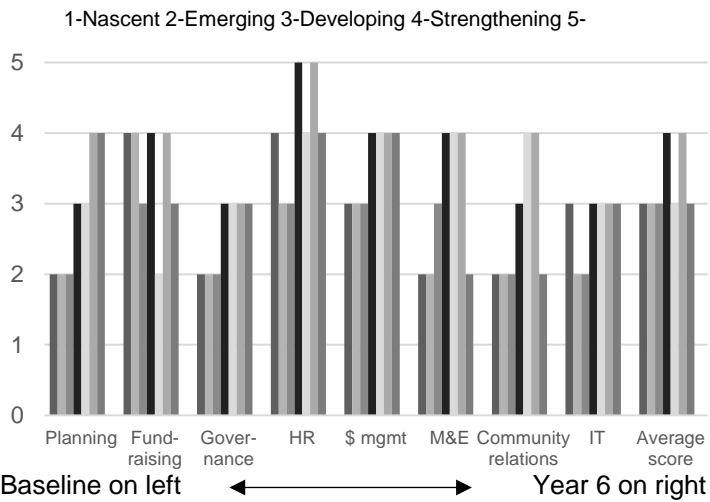
Phnom Penh, Cambodia

Recommended grant: 19,000 USD

Program staff comments

Renewal comment: No concern for renewal.
Program outcome: The organization started to report on a new outcome in Year 4.

Organizational Capacity Index (OCI)



Budget and direct beneficiaries

	Expenditure Budget	Children served
Baseline	\$72,919	25
Year 1	\$109,454	24
Year 2	\$123,302	21
Year 3	\$131,280	22
Year 4	\$157,518	24
Year 5	\$137,627	31
Year 6	\$136,335	31

Budget change: 87%

Program outcome

Percentage of program participants who transitioned to the next grade level

	Target	Actual
Baseline	N/A	N/A
Year 1	N/A	N/A
Year 2	N/A	N/A
Year 3	N/A	N/A
Year 4	N/A	94%
Year 5	100%	100%
Year 6	100%	97%

Teen’s Key

Hong Kong (SAR), China

Recommended grant: 16,000 USD

Program staff comments

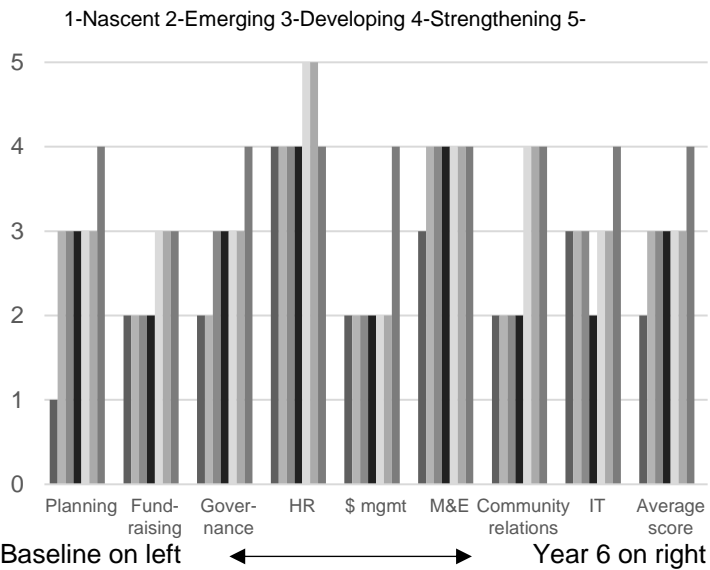
Renewal comment: No concern for renewal.

Expenditure budget: As part of its new three-year plan, Teen's Key has started to fundraise from local individuals and institutions; this past year, the organization received a one-year grant from the local health department, which increased its expenditure budget.

Children served: Teen's Key hired a new outreach officer, which has increased the number of beneficiaries as well as allowed the other program officers to focus on their casework.

Program outcome: The outcome has seen an increase due to new staff and to refocusing of existing staff.

Organizational Capacity Index (OCI)



Budget and direct beneficiaries

	Expenditure Budget	Children served
Baseline	\$44,500	83
Year 1	\$55,000	120
Year 2	\$54,160	140
Year 3	\$76,798	600
Year 4	\$74,000	720
Year 5	\$74,000	720
Year 6	\$118,100	960

Budget change: 165%

Program outcome

Percentage of female sex workers under the age of 25 who were referred to appropriate legal, social, or health services

	Target	Actual
Baseline	N/A	N/A
Year 1	N/A	50%
Year 2	60%	65%
Year 3	70%	25%
Year 4	35%	35%
Year 5	45%	35%
Year 6	45%	51%

Ravenstvo (Equality)

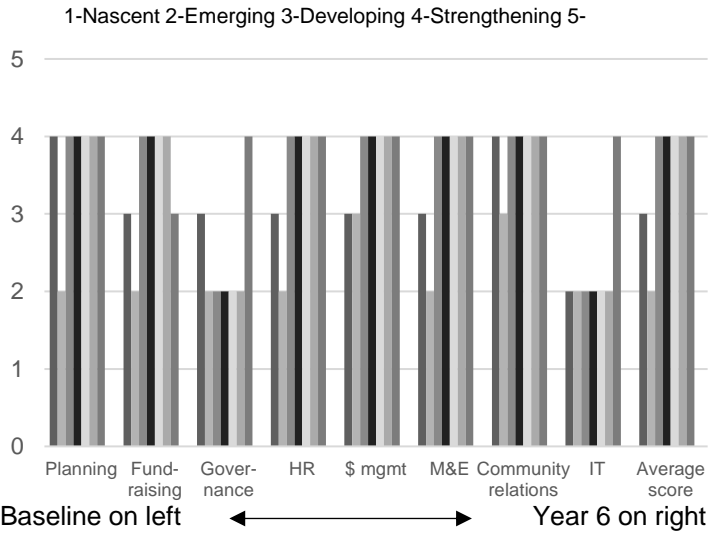
Karakol, Kyrgyzstan

Recommended grant: 13,000 USD

Program staff comments

Renewal comment: No concern for renewal.

Organizational Capacity Index (OCI)



Budget and direct beneficiaries

	Expenditure Budget	Children served
Baseline	\$37,796	80
Year 1	\$69,123	80
Year 2	\$64,600	100
Year 3	\$63,887	35
Year 4	\$60,400	60
Year 5	\$72,000	105
Year 6	\$78,300	103

Budget change: 107%

Program outcome

Percentage of program participants demonstrating improved psychological well-being

	Target	Actual
Baseline	N/A	N/A
Year 1	N/A	90%
Year 2	90%	80%
Year 3	N/A	90%
Year 4	N/A	70%
Year 5	N/A	70%
Year 6	70%	75%

Iroda (Willpower)

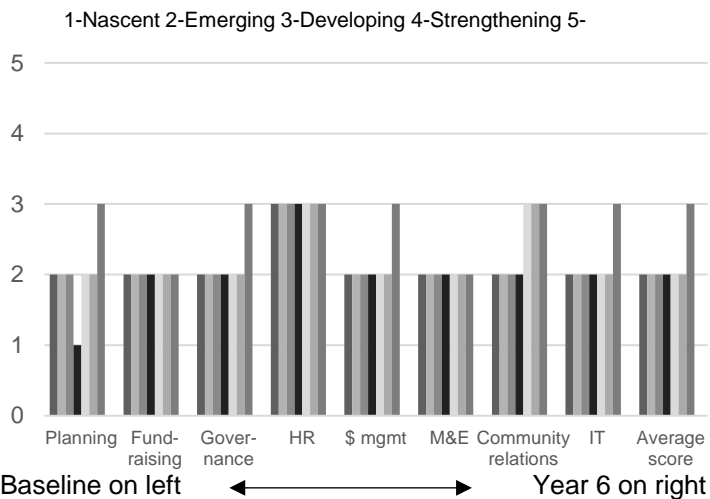
Dushanbe, Tajikistan

Recommended grant: 10,000 USD

Program staff comments

- Renewal comment:** No concern for renewal.
- Expenditure budget:** The organization's budget declined because a very large NGO strengthening and networking grant ended.
- Children served:** Although a large NGO networking grant ended, the organization was able to serve even more children last year through its early intervention program.
- Program outcome:** The program outcome figure declined last year, but only in comparison to the year before, when a large cohort of kids transitioned into formal schools. The current program outcome is considered by the organization to be a great success.

Organizational Capacity Index (OCI)



Budget and direct beneficiaries

	Expenditure Budget	Children served
Baseline	\$20,000	18
Year 1	\$46,245	31
Year 2	\$48,025	40
Year 3	\$73,032	49
Year 4	\$123,537	63
Year 5	\$100,062	79
Year 6	\$77,296	270

Budget change: 286%

Program outcome

Number of program participants enrolled in formal school for the first time

	Target	Actual
Baseline	N/A	2
Year 1	10	4
Year 2	8	5
Year 3	10	6
Year 4	10	5
Year 5	10	31
Year 6	35	23

Organisation Haitienne pour le Développement Durable (Haitian Organization for Sustainable Development)

Petit-Goâve, Haiti

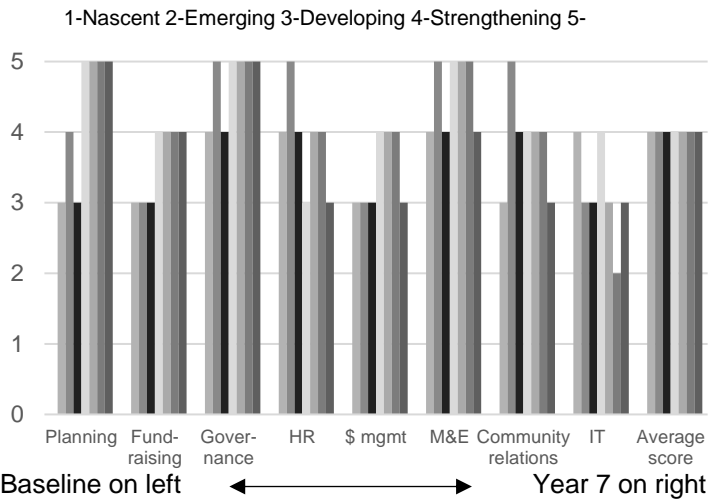
Recommended grant: 12,000 USD

Program staff comments

Renewal comment: No concern for renewal.

Children served: Last year, the organization increased the quantity of legal services provided and the number of scholarship recipients, so the overall number of children served increased.

Organizational Capacity Index (OCI)



Budget and direct beneficiaries

	Expenditure Budget	Children served
Baseline	\$2,104	56
Year 1	\$46,687	150
Year 2	\$22,000	200
Year 3	\$38,422	272
Year 4	\$66,898	266
Year 5	\$83,565	288
Year 6	\$136,166	290
Year 7	\$166,068	494

Budget change: 7793%

Program outcome

Percentage of participants demonstrating improved school performance

	Target	Actual
Baseline	N/A	N/A
Year 1	100%	81%
Year 2	100%	83%
Year 3	90%	91%
Year 4	95%	94%
Year 5	100%	96%
Year 6	100%	98%
Year 7	100%	97%

Arpan (Dedication)

Mumbai, India

Recommended grant: 21,000 USD

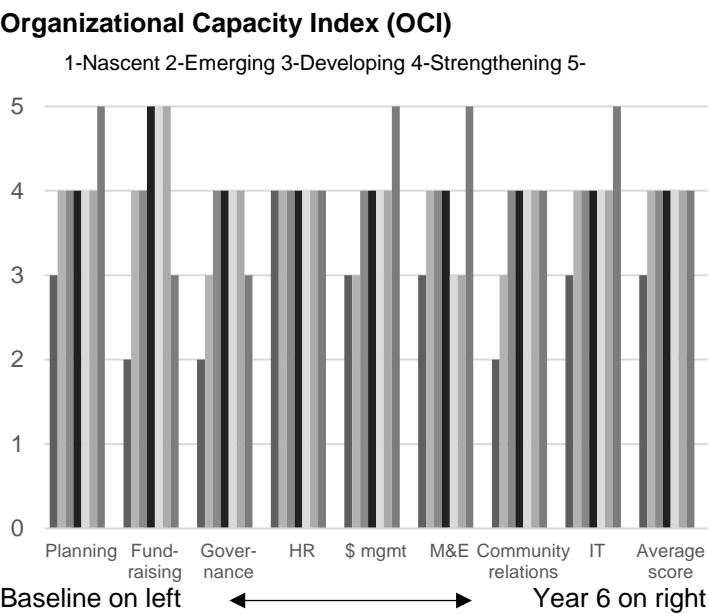
Program staff comments

Renewal comment: No concern for renewal.

Expenditure budget: The large increase in the expenditure budget reflects Arpan’s success on the fundraising and donor management fronts this past year; Goldman Sachs doubled its contribution, and Arpan attracted new donors such as Aditya Birla Foundation.

Children served: Arpan began working with children in grades 9 and 10 last year, thereby increasing the total number of children served.

Program outcome: This past year, Arpan narrowed the age range of participants that were measured by this program outcome. Therefore, the percentage of overall participants in the personal safety education program who achieved this outcome declined.



Budget and direct beneficiaries

	Expenditure Budget	Children served
Baseline	\$96,816	2,300
Year 1	\$130,000	3,000
Year 2	\$180,593	6,129
Year 3	\$293,393	13,230
Year 4	\$367,200	13,700
Year 5	\$485,841	19,071
Year 6	\$643,750	22,378

Budget change: 565%

Program outcome

Percentage of participants in the Personal Safety Education program who demonstrate increased knowledge of personal safety

	Target	Actual
Baseline	N/A	N/A
Year 1	N/A	N/A
Year 2	N/A	N/A
Year 3	N/A	50%
Year 4	50%	25%
Year 5	25%	25%
Year 6	25%	8%

Roshni Research and Development Welfare Organization

Karachi, Pakistan

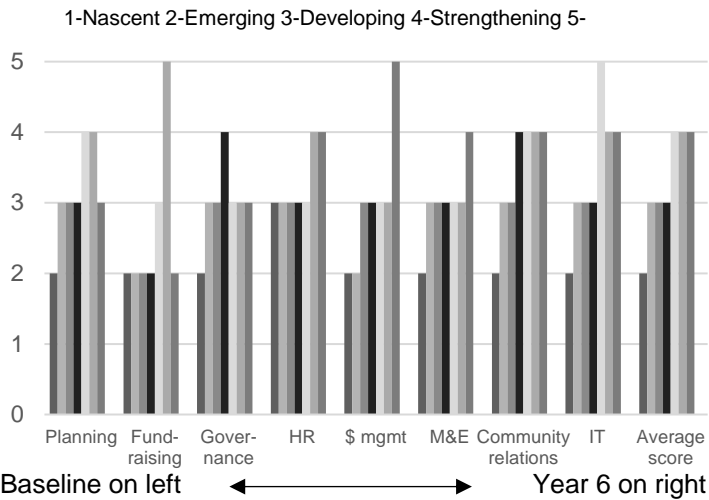
Recommended grant: 11,000 USD

Program staff comments

Renewal comment: No concern for renewal.

Program outcome: The number of children officially reported as missing by the police decreased due to turnover in the police department. Roshni will be working with the new heads of the local offices to train staff and ensure that cases are being documented.

Organizational Capacity Index (OCI)



Budget and direct beneficiaries

	Expenditure Budget	Children served
Baseline	\$29,704	3,500
Year 1	\$55,100	4,689
Year 2	\$77,805	4,825
Year 3	\$41,000	5,415
Year 4	\$53,500	4,852
Year 5	\$71,000	4,536
Year 6	\$165,200	5,952

Budget change: 456%

Program outcome

Number of missing children documented by the police and/or reported by the media

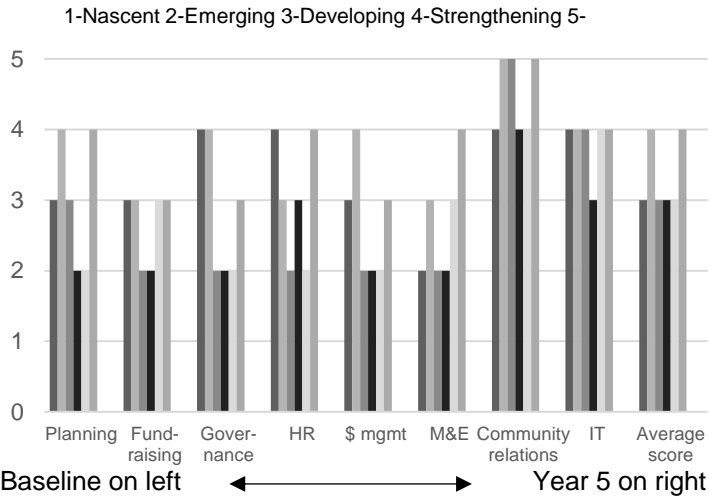
	Target	Actual
Baseline	N/A	3,090
Year 1	4,000	4,262
Year 2	4,500	4,653
Year 3	4,800	4,715
Year 4	4,900	4,832
Year 5	4,900	4,536
Year 6	4,600	2,214

Courtney's House
Washington, DC, United States

Recommended grant: 20,000 USD

Program staff comments
Renewal comment: No concern for renewal.

Organizational Capacity Index (OCI)



Budget and direct beneficiaries

	Expenditure Budget	Children served
Baseline	\$139,386	72
Year 1	\$149,153	87
Year 2	\$258,000	105
Year 3	\$258,431	71
Year 4	\$245,000	93
Year 5	\$255,503	87

Budget change: 83%

Program outcome

Number of children and youth who have been placed in a safe, home-like environment

	Target	Actual
Baseline	N/A	63
Year 1	80	87
Year 2	90	80
Year 3	90	71
Year 4	75	83
Year 5	90	80