

July 2015 | Data Note

The Role of NGOs in the U.S. Global Health Response

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Non-governmental organizations (NGOs) are key implementers of U.S. global health programs, yet in the past, little has been known about the scope of their role. To help shed light on this issue, two recent Kaiser Family Foundation reports assessed NGO engagement in U.S. global health efforts, looking first at U.S.-based NGOs¹ and then at those based outside the U.S.² that received U.S. government funding from the U.S. Agency for International Development (USAID) (the largest U.S. global health implementing agency as measured by funding). While these individual analyses provided new windows into the respective roles of NGOs in and outside of the U.S. – showing, for example, that U.S.-based NGOs were headquartered in 25 states and the District of Columbia³ – this data note pulls them together with updated data to paint a more comprehensive picture.⁴ This analysis found that NGOs received a significant share of U.S. government (USG) global health funding disbursed by USAID in FY 2014. While the majority of these NGOs were based outside the U.S., most funding went to those based in the U.S. Specifically, the analysis found that:

- Of the more than \$6.71 billion disbursed by USAID in FY 2014 for global health activities, 41% (\$2.74 billion) was provided to more than 300 NGOs. See Figure 1.
- More than half (59%, 179) of these NGOs were based outside the U.S.; the rest (41%, 125) were U.S.-based. On the other hand, most funding went to U.S.-based NGOs, which accounted for almost \$9 of every \$10 (88%); the remaining 12% went to NGOs based outside the U.S. See Figure 1 and Table 1.



• Funding overall was

concentrated among a small group of NGOs – 20 NGOs received 80% (\$2.2 billion) of funding going to NGOs; of these, 17 were U.S. based. See **Table 2**.

• Most NGOs, however, received much smaller amounts of funding, including 198 NGOs that received \$1 million or less.

- NGOs carried out U.S. global health activities in all major program areas - HIV; tuberculosis (TB); malaria; family planning and reproductive health (FP/RH); maternal and child health (MCH); nutrition; other public health threats (which includes neglected tropical diseases or NTDs); pandemic influenza and other emerging threats (PIOET); and water supply and sanitation.
- Most though (210 NGOs) received funding in just a single program area; less than a third (94) received funding in two or more areas.

Figure 2 Number of NGOs and USG Global Health Funding by Program Area, FY 2014



- HIV had the greatest number of NGOs (164) and accounted for the most funding (\$1.65 billion), followed by MCH; see **Figure 2**.
- HIV was the only program area with more non-U.S.-based than U.S.-based NGOs, while TB was the only program area that provided more funding to non-U.S.-based than U.S.-based NGOs. See **Tables 1** and **3**.
- Overall, NGO efforts were carried out in close to 80 countries, though most NGOs received funding for activities in a single country.⁵ Both U.S.-based NGOs and those based outside the U.S. were most likely to be working in Africa, where most funding was directed. See **Table 1**.
- In more than a third of the countries reached, 10 or more NGOs received U.S. support.⁶

While this analysis provides new information on the role of NGOs in U.S. global health activities, it also raises several questions and issues for U.S. global health policy, including the following:

- Although the U.S. government has signaled its intention to work more directly with in-country partners, strengthen local capacity, and support country ownership, this analysis shows that most U.S. global health funding for NGOs was directed to those based in the U.S.⁷ Will this distribution shift going forward? Does it need to? And what effects might such a shift have on the impact of U.S. global health efforts?
- Similarly, while this analysis shows that most NGO recipients were not based in the U.S., it is unclear how many of these NGOs are actually local organizations,⁸ versus international NGOs akin to their U.S.-based counterparts. What is the mix of local and international NGOs among recipients, and will this mix, as well as the respective roles of these NGOs, change in coming years?
- In some sense, this analysis captures just the first couple of steps of the U.S. global health funding process the funding provided by USAID to NGOs. What happens to the funding then? Does the recipient NGO carry out global health efforts directly, or does it contract further with other entities, including other NGOs?

• Finally, how has the U.S. leveraged its support for NGOs to strengthen civil society in some countries and to develop technical networks of NGOs working in certain areas of global health or networks of NGOs working in global health more generally?

Table 1: Number of NGOs and USG Global Health Funding, FY 2014 ⁹							
Region	# of NGOs)s	Region	Funding (in \$ millions)		
	Overall	U.S.	Foreign		Overall	U.S.	Foreign
Total	304	125	179	Total	2,741	2,404	337
By Region				By Region			
Africa	200	78	122	Africa	1,519	1,260	259
Asia*	72	35	37	Asia*	301	245	56
Europe & Eurasia	19	16	3	Europe & Eurasia	11	10	<1
Latin America & the Caribbean	35	25	10	Latin America & the Caribbean	67	62	4
Middle East	12	9	3	Middle East	33	32	1
"Worldwide"	78	66	12	"Worldwide"	810	794	16
By Program Area				By Program Area			
HIV	164	62	102	HIV	1,646	1,453	193
МСН	92	62	30	MCH	273	256	17
FP/RH	70	42	28	FP/RH	261	219	43
ТВ	43	24	19	ТВ	134	64	69
Malaria	37	26	11	Malaria	130	129	2
Nutrition	46	35	11	Nutrition	127	122	5
Other Public Health Threats^	14	14	0	Other Public Health Threats^	89	89	0
Water Supply and Sanitation	76	40	36	Water Supply and Sanitation	72	64	8
PIOET	11	9	2	PIOET	8	8	<1

NOTES: Reflects NGOs that received funding disbursed by USAID for USG global health efforts and funding disbursed by USAID to NGOs for activities in specific regions and "worldwide", which is a "benefitting location" designated by USAID in the data. Regions align to USAID Bureaus of the same names, reflecting countries addressed by and regional programs overseen by these bureaus (except * indicates includes Afghanistan and Pakistan, which has a separate USAID office). Additional NGOs operating "worldwide" efforts may also operate in specific regions. ^ indicates includes NTDs. # of NGOs by region/program area will not sum to equal overall # of NGOS, as some NGOs work in more than one region/program area. Funding subtotals may not sum to equal overall funding due to rounding.

Table 2: Top 20 NGOs by USG Global Health Funding, FY 2014 (in millions)¹⁰

Partnership for Supply Chain Management ~	523.7	IntraHealth International	56.2
FHI Development 360	346.0	World Vision	51.9
Management Sciences for Health (MSH)	224.9	Save the Children	45.2
Jhpiego	206.8	Right to Care	37.9
Population Services International (PSI)	161.5	PACT	33.3
Research Triangle Institute (RTI International)	102.4	EngenderHealth	31.7
Program for Appropriate Technology in Health (PATH)	72.8	CARE	31.5
JSI Research & Training Institute	67.8	Elizabeth Glaser Pediatric AIDS Foundation	29.9
Pathfinder International	62.2	Marie Stopes International (MSI)	28.7
KNCV Tuberculosis Foundation	59.7	International AIDS Vaccine Initiative (IAVI)	28.3

NOTES: Non-U.S.-based (foreign) NGOs are highlighted in **bold**. Other NGOs are U.S.-based. ~ indicates NGO is a separate legal entity established by JSI Research & Training Institute and MSH to implement specific work. Reflects NGOs that received funding disbursed by USAID for USG global health efforts.

Table 3: NGOs by Program Area and Type, FY 201411

HIV

U.S.-Based NGOs

- Academy for Educational Development
- Africare
- AIDS Vaccine Advocacy Coalition
- American Council on Education
- Amref Health Africa in the USA
- Ananda Marga Universal Relief Team
- Axios Foundation
- CARE
- Caris Foundation International
- Catholic Relief Services
- Center for Human Services
- ChildFund International USA
- Citizens Network for Foreign Affairs
- Education Development Center
- Elizabeth Glaser Pediatric AIDS Foundation
- EngenderHealth
- · Feed the Children
- FHI Development 360
- FXB USA (Association Francois-Xavier Bagnoud USA)
- Global AIDS Interfaith Alliance
 Global Communities
- Global Communities
- Gorongosa Restoration Project (Gregory C. Carr Foundation)
- Health Through Walls
- Heartland Alliance for Human Needs & Human Rights
- HOPE worldwide
- International AIDS Vaccine
 Initiative (IAVI)
- International Partnership for Microbicides
- International Relief and Development
- International Youth Foundation
- Internews Network
- IntraHealth International
- James R. Jordan Foundation

The Role of NGOs in the U.S. Global Health Response

- Jhpiego
- JSI Research & Training

- Management Sciences for Health
- mothers2mothers
- NetHopeOpportunity International

Institute

- PACT
- Partners In Health
- Partnership for Supply Chain Management
- f PATH
 - Pathfinder International
 - Plan International USA
- Population Council
- Population Services International
- Project Concern
- Project HOPE
- Public Health Institute
- RTI International
- Save the Children
- Search for Common Ground
- Sesame Workshop
- South Africa Partners
- Synergos Institute
- TechnoServe
- Touch Foundation
- U.S. Pharmacopeial Convention
- WomanCare Global
- World Education
- World Learning
- World Vision

- Akphivath Neary Khmer International Organization
 - All-Ukrainian Network of People Living with HIV/AIDS
 - Anova Health Institute
 - ARCAD-SIDA

(TASO)

ADEMAS

ADPP Angola

Association

AgriAIDS SA

• African Enterprise

• African Palliative Care

Natural African Plant

• Africa Health Placements

Agribusiness in Sustainable

AIDS Foundation East-West

• AIDS Support Organization, The

- Associacao Espaco de Prevencao e Atencao Humanizada (EPAH)
- Associacao Nacional des Enfermeiros de Moçambique (ANEMO)
- Association of Private Health Facilities in Tanzania
- Aurum Institute, The
- Banja La Mtsogolo
- British Council
- Caribbean HIV/AIDS Alliance
- Caritas Rwanda
- Catholic AIDS Action
- Center for Community Health Research and Development
- Centre for Promotion of Quality of Life
- Centre International de Developpement et de Recherche
- CHAMP
- Child Welfare Bloemfontein & Childline Free State
- Childline Mpumalanga
- Children in Distress Network
- Church Alliance for Orphans
- Dasra
- Dignitas International
- Equity Group Foundation
- Ethiopian Society of Sociologists, Social Workers, and
- Anthropologists

Foreign NGOs

National Network of Positive

• NawaLife Trust - Namibian

• Network on Ethics/Human

Prevention, Support & Care

Community of South Africa

Organization for Public Health

Interventions and Development

Rights, Law, HIV/AIDS -

PharmAccess Foundation

Pro-Health International

Population and Community

Development Association

Reformed Church of East Africa

Regional Centre for Ouality of

• Reproductive Health Uganda

• Society for Family Health (SFH)

• Solutions for Innovative Policies, Programs, and Technologies

Uganda Health Marketing Group

University Research South Africa

• Women in Law and Development

Communication Programmes

4

• Witkoppen Health and Welfare

• Women and Law in Southern

Centre for Communication

Women Ethiopians

• Nepal CRS Company

Networking HIV/AIDS

• Partners in Hope

Programmes

Nyumbani

PASADA

Profamilia

Reencontro

Healthcare

Right to Care

Namibia

SFH Nigeria

SFH Rwanda

Soutoura AssociationThembalethu Development

• Tovwirane HIV/AIDS

Vodafone Foundation

Africa - Zambia

in Africa (WILDAF)

• Zambia Centre for

Organisation

Centre

REPSSI

- Expanded Church Response
- Fondazione AVSI
- Fundacao para o Desenvolvimento da Comunidade
- Future Families
- GECHAAN
- Ghana West Africa Project to Combat AIDS and STI
- GHESKIO Centers
- Health Insurance Fund

• Hospice Africa Uganda

Hospice Palliative Care

Indonesian International

Education Foundation

International Centre for

Inter-Religious Council of

• Johns Hopkins Health and

Education in South Africa

Kenya Community Development

• Kheth'Impilo AIDS Free Living

• Khmer's Women Cooperation for

KNCV Tuberculosis Foundation

• Lifeline/Childline Namibia

• Marie Stopes International

• N'weti - Health Communication

National Council of People Living

with HIV and AIDS (NACOPHA)

• National Association of Child

• Lilongwe Medical Relief Fund

• Lifeskills Promoters

Luapula Foundation

Maritime Life Precious

Reproductive Health

• Jembi Health Systems

Ioint Medical Store

KAYEC Trust

Foundation

Development

• KHANA

Trust

Foundation

Care Workers

• IKP Knowledge Park

Association of South Africa

• International HIV/AIDS Alliance

HIVSAHope for Children

Uganda

		NGOs by Program Area			
Maternal and Child Health (MCH) Family Planning and Reproductive Health (FP/RH)					
U.SBase	ed NGOs	Foreign NGOs	U.SBased NGOs	Foreign NGOs	
 ACDI/VOCA American Association for the Advancement of Science Adventist Development and Relief Agency Africa-America Institute Africare Aga Khan Foundation American Council on Education American Refugee Committee Amref Health Africa in the USA CARE Catholic Relief Services Center for Human Services ChildFund International USA Citizens Network for Foreign Affairs Concern Worldwide US Counterpart International Curamericas Global D-REV Elizabeth Glaser Pediatric AIDS Foundation EngenderHealth FHI Development 360 Future Generations Global Environment and Technology Foundation Grameen Foundation USA Health Alliance International Health Partners Health Right International Hernational Aid International Relief and Development International Relief and Development International Rescue Committee International James R. Jordan Foundation Jhpiego JSI Research & Training Institute Med	 Mercy Corps National Collegiate Inventors and Innovators Alliance New Venture Fund Partners for Development Partnership for Child Health Care Partnership for Supply Chain Management PATH Pathfinder International Plan International USA Population Council Population Reference Bureau Population Services International Public Health Institute RTI International Save the Children Sesame Workshop Touch Foundation U.S. Pharmacopeial Convention World Learning World Relief World Vision 	 ADEMAS Ariel Glaser Pediatric AIDS Healthcare Initiative Asociacion Benefica PRISMA Asociacion Los Andes Cajamarca (ALAC) Association de Soutien au Developpement des Activites de Population Caritas Rwanda Christian Health Association of Malawi CPTAFE Dasra Federacion Red Nicasalud Federation of Indian Chambers of Commerce and Industry Health Insurance Fund Indonesian International Education Foundation Institut Pasteur Integrated Midwives' Association of the Philippines International Union Against Tuberculosis and Lung Disease Joint Medical Store KHANA KNCV Tuberculosis Foundation Lifeline Nepal Marie Stopes International Nepal CRS Company Population Foundation of India Regional Centre for Quality of Health Care Reproductive Health Association of Cambodia Society for Family Health (SFH) Nigeria SFH Rwanda Women's League of Creative Initiative Zuellig Family Foundation 	 American Association for the Advancement of Science American Council on Education Amref Health Africa in the USA Aspen Institute, The CARE Center for Human Services ChildFund International USA Conservation International Foundation Counterpart International Education Development Center EngenderHealth FHI Development 360 Helen Keller International Innovations for Poverty Action International Medical Corps International Partnership for Microbicides International Rescue Committee Partnership for Child Health Care Partnership for Supply Chain Management PATH Pathfinder International Plan International USA Population Council Population Services International Public Health Institute RAND Corporation RTI International Save the Children Touch Foundation Volunteers for Economic Growth Alliance World Learning World Vision 	 ADEMAS Ariel Glaser Pediatric AIDS Healthcare Initiative Ashonplafa Caritas Rwanda Confederation of Ethiopian Trade Unions Dasra Federation of Indian Chambers of Commerce and Industry Health Insurance Fund Ifakara Health Institute Integrated Midwives' Association of the Philippines International Planned Parenthood Foundation Kazakhstan Association on Sexual and Reproductive Health Services Marie Stopes International N'weti - Health Communication Nepal CRS Company Organization for Development in Action Population Services Zimbawe Regional Centre for Quality of Healthcare Reproductive Health Association of Cambodia Rohi Weddu Pastoral Women Development Organization Society for Family Health Nigeria Society for Family Health Rwanda T-MARC Tanzania Zuellig Family Foundation 	

	· · ·	m Area and Type, FY 2014 ¹³			
lubero	culosis (TB)	Ma	Malaria		
U.SBased NGOs	Foreign NGOs	U.SBased NGOs	Foreign NGOs		
 American Association for the Advancement of Science Africa-America Institute CARE Center for Human Services Elizabeth Glaser Pediatric AIDS Foundation FHI Development 360 Global Alliance for TB Drug Development International Relief and Development International Relief and Development Jhpiego JSI Research & Training Institute Management Sciences for Health Partnership for Supply Chain Management PATH Pathfinder International Plan International USA Population Services International Project HOPE Public Health Institute U.S. Pharmacopeial Convention Volunteers for Economic Growth Alliance World Learning World Relief 	 Anova Health Institute Centre for Health Solutions - Kenya GHESKIO Centers Hospice Palliative Care Association of South Africa Indonesian International Education Foundation International Union Against Tuberculosis and Lung Disease Jaringan Kesejahteraan/Kesehatan Masyarakat KHANA KNCV Tuberculosis Foundation Lembaga Kesehatan Nahdlatul Ulama (LKNU) NawaLife Trust - Namibian Centre for Communication Programmes Operation ASHA Penabulu Alliance Philippine Business for Social Progress Regional Centre for Quality of Healthcare Reproductive Health Association of Cambodia Roman Catholic Diocese of Timika Social Marketing Company Trust for Democratic Education and Accountability 	 American Association for the Advancement of Science Adventist Development and Relief Agency American Council on Education Catholic Relief Services Center for Human Services ChildFund International USA Concern Worldwide US Episcopal Relief & Development FHI Development 360 IntraHealth International Jhpiego JSI Research & Training Institute Lutheran World Relief Management Sciences for Health Medical Care Development Mennonite Economic Development Associates PATH Pathfinder International Plan International USA Population Services International Public Health Institute RTI International Save the Children U.S. Pharmacopeial Convention World Vision 	 Community Health and Development Action Equip Liberia Health, Development and Anti-Malaria Association Innovative Vector Control Consortium Institut Pasteur Kenan Institute Asia Malaria Consortium Medicines for Malaria Venture Mentor Initiative, The Society for Family Health Nigeria Society for Family Health Rwanda 		
World Vision Pandemic Influenza and O	ther Emerging Threats (PIOET)	Other Public Health Threats, Includin	g Neglected Tropical Diseases (NTD		
U.SBased NGOs American Association for the Advancement of Science Adventist Development and Relief Agency Citizens Network for Foreign Affairs FHI Development 360 International Medical Corps Management Sciences for Health Mercy Corps	Foreign NGOs • Indonesian International Education Foundation • Kenan Institute Asia	U.SBased NGOs Armenian American Cultural Association Armenian EyeCare Project Carter Center, The Center for Human Services ChildFund International USA FHI Development 360 Innovations for Poverty Action International Virtual e-Hospital Foundation	Foreign NGOs		
Public Health Institute U.S. Pharmacopeial Convention		 IntraHealth International JSI Research & Training Institute Management Sciences for Health Project C.U.R.E. RTI International Vishnevskaya-Rostropovich Foundation 			

Water Supply	y and Sanitation	Nutrition		
	·			
 U.SBased NGOs A Glimmer of Hope Foundation ACDI/VOCA Adventist Development and Relief Agency American Council on Education American Near East Refugee Aid American Refugee Committee Amref Health Africa in the USA Catholic Relief Services Citizens Network for Foreign Affairs FHI Development 360 Global Communities Global Environment and Technology Foundation Green Empowerment Hispanic Association of Colleges and Universities Innovations for Poverty Action International City/County Management Association International Relief and Development International Rescue Committee Jpiego JSI Research & Training Institute Lifewater International Management Sciences for Health Mercy Corps Mercy-USA for Aid and Development Millennium Water Alliance mWater National Cooperative Business Association CLUSA International Pacific Institute for Studies in Development, Environment and Security PACT Palms for Life Fund Pathfinder International Pacific Institute for Studies in Development, Environment and Security PACT Palms for Life Fund Pathfinder International Relief International Relief International Relief International Ror Life Fund Pathfinder International Relief International Population Services International Relief International World Concern World Vision 	 Foreign NGOs ACTED ADECA ADPP Angola African Water Association Areopagus Association Centrafricaine pour le Bien- Etre Familial Association for the Development and Protection of the Environment Aghbalou Caritas Senegal CCAP Nkhoma Synod Relief and Development Congress of Local Authorities from Moldova Cooperative Agricola de Cangombe DAPP Zambia Development Workshop Environment and Public Health Organization Federation of Indian Chambers of Commerce and Industry FIELD Indonesia Fundacion REDDOM Groupe d'Action pour le Developpement Communautaire Hararghe Catholic Secretariat Hospice Palliative Care Association of South Africa Humana People to People - Congo Indonesian International Education Foundation Institute of Natural Resources International Water Management Institute Kigezi Diocese Water and Sanitation Programme Laikipia Wildlife Forum Oromo Self-Help Organization PALM Foundation Population Foundation of India SEBAC Nepal St. Lucy Filippini Home Economic School Water & Sanitation for the Urban Poor Wildlife and Environment Society of South Africa Women Farmers Advancement Network Yayasan Cipta Cara Padu 	U.SBased NGOs American Association for the Advancement of Science ACDI/VOCA Africare Amref Health Africa in the USA CARE Catholic Relief Services Center for Human Services ChildFund International USA Citizens Network for Foreign Affairs Concern Worldwide US Curamericas Global FHI Development 360 Future Generations Global Communities Health Through Walls Helen Keller International International Relief and Development IntraHealth International Jhpiego JSI Research & Training Institute Management Sciences for Health Mercy Corps National Collegiate Inventors and Innovators Alliance National Cooperative Business Association CLUSA International Partners of the Americas Partnership for Supply Chain Management PATH Pathfinder International Value RTI International Save the Children Winrock International World Relief World Vision	Foreign NCOs ADEMAS Asociacion Los Andes Cajamarca (ALAC) Association de Soutien au Developpeme des Activites de Population (ASDAP) Caritas Rwanda Global Alliance for Improved Nutrition, The (GAIN) Nepal CRS Company Regional Centre for Quality of Health Ca Relief Society of Tigray Reproductive Health Association of Cambodia Society for Family Health Nigeria Society for Family Health Rwanda	

ENDNOTES

¹ Kaiser Family Foundation (KFF), *NGO Engagement in U.S. Global Health Efforts: U.S.-Based NGOs Receiving USG Support Through USAID*, Dec. 2014, <u>http://kff.org/global-health-policy/report/ngo-engagement-in-u-s-global-health-efforts-u-s-based-ngos-receiving-usg-support-through-usaid/</u>.

² KFF, *Foreign NGO Engagement in U.S. Global Health Efforts: Foreign NGOs Receiving USG Support Through USAID*, May 2015, <u>http://kff.org/global-health-policy/report/foreign-ngo-engagement-in-u-s-global-health-efforts-foreign-ngos-receiving-usg-support-through-usaid/</u>.

³KFF, *NGO Engagement in U.S. Global Health Efforts: U.S.-Based NGOs Receiving USG Support Through USAID*, Dec. 2014, <u>http://kff.org/global-health-policy/report/ngo-engagement-in-u-s-global-health-efforts-u-s-based-ngos-receiving-usg-support-through-usaid/</u>.

⁴ KFF analysis of USAID FY 2014 transaction data, downloaded 4-1-15 from the U.S. Foreign Assistance Dashboard, <u>www.ForeignAssistance.gov</u>.

⁵ Specifically, 203 NGOs received country-specific funding in a single country, among 257 NGOs who received funding for global health activities in a specific country(s). These NGOs, and others, may have received non-country-specific funding as well or instead (e.g. regional funding and "worldwide" funding). KFF analysis of USAID FY 2014 transaction data, downloaded 4-1-15 from the U.S. Foreign Assistance Dashboard, <u>www.ForeignAssistance.gov</u>.

⁶ Of the 79 countries, 17 countries had 1 NGO that received funding, 33 countries had 2-9 NGOs, and 29 countries had 10 or more NGOs. Additional NGOs may have operated in these countries with USG regional and "worldwide" support. KFF analysis of USAID FY 2014 transaction data, downloaded 4-1-15 from the U.S. Foreign Assistance Dashboard, <u>www.ForeignAssistance.gov</u>.

⁷ USAID, *Local Systems: A Framework for Supporting Sustained Development*, April 2014, <u>http://www.usaid.gov/policy/local-systems-framework</u>; USAID, *USAID Policy Framework 2011- 2015*, 2011, <u>http://www.usaid.gov/documents/1870/usaid-policy-framework-2011-2015</u>; U.S. Government, *U.S. Government Interagency Paper on Country Ownership*, July 2012, <u>http://www.ghi.gov/principles/docs/ownershipInteragencyPaper.pdf</u>.

⁸ USAID, *Local Capacity Development: Suggested Approaches - An Additional Help Document for ADS 201*, July 22, 2013, <u>http://www.usaid.gov/sites/default/files/documents/1870/201saf.pdf</u>.

⁹ KFF analysis of USAID FY 2014 transaction data, downloaded 4-1-15 from the U.S. Foreign Assistance Dashboard, <u>www.ForeignAssistance.gov</u>.

¹⁰ KFF analysis of USAID FY 2014 transaction data, downloaded 4-1-15 from the U.S. Foreign Assistance Dashboard, <u>www.ForeignAssistance.gov</u>.

¹¹ KFF analysis of USAID FY 2014 transaction data, downloaded 4-1-15 from the U.S. Foreign Assistance Dashboard, <u>www.ForeignAssistance.gov</u>.

¹² KFF analysis of USAID FY 2014 transaction data, downloaded 4-1-15 from the U.S. Foreign Assistance Dashboard, <u>www.ForeignAssistance.gov</u>.

¹³ KFF analysis of USAID FY 2014 transaction data, downloaded 4-1-15 from the U.S. Foreign Assistance Dashboard, <u>www.ForeignAssistance.gov</u>.

¹⁴ KFF analysis of USAID FY 2014 transaction data, downloaded 4-1-15 from the U.S. Foreign Assistance Dashboard, <u>www.ForeignAssistance.gov</u>.

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