



JUST ASSOCIATES, INC.

FINANCIAL STATEMENTS

DECEMBER 31, 2018

JUST ASSOCIATES, INC.

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Independent Auditors' Report

To the Board of Directors
Just Associates, Inc.
Washington D.C.

We have audited the accompanying financial statements of Just Associates, Inc. (a nonprofit organization), which comprise the statement of financial position as of December 31, 2018, and the related statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Just Associates, Inc., as of December 31, 2018, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

To the Board of Directors
Just Associates, Inc.

Emphasis of Matter

As described in Note 2 of the financial statements, Just Associates, Inc., adopted the Financial Accounting Standards Board's (FASB) Accounting Standards Update (ASU) 2016-14, *Not-for-Profit Entities (Topic 958): Presentation of Financial Statements of Not-for-Profit Entities*, for the year ended December 31, 2018. Our opinion is not modified with respect to this matter.

Report on Supplementary Information

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The schedule of net assets with donor restrictions activity for the year ended December 31, 2018, is presented for purposes of additional analysis and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole.

Councilor, Buchanan + Mitchell, P.C.

Washington, D.C.
May 6, 2019

Certified Public Accountants

JUST ASSOCIATES, INC.

STATEMENT OF FINANCIAL POSITION
DECEMBER 31, 2018

Assets	
Current Assets	
Cash and Cash Equivalents	\$ 916,754
Accounts Receivable	8,657
Contributions Receivable, Current	2,117,558
Prepaid Expenses	<u>29,862</u>
Total Current Assets	3,072,831
Property and Equipment, at Cost	
Furniture and Equipment	73,690
Less Accumulated Depreciation	<u>(63,270)</u>
Property and Equipment, Net	10,420
Other Assets	
Contributions Receivable, Net of Current Portion	3,965,918
Restricted Investments - Employee Savings	<u>22,700</u>
Total Other Assets	<u>3,988,618</u>
Total Assets	<u><u>\$ 7,071,869</u></u>
Liabilities and Net Assets	
Current Liabilities	
Accounts Payable and Accrued Expenses	\$ 69,073
Accrued Payroll and Benefits	42,581
Deferred Revenue	58,385
Deferred Employee Savings Plan	<u>22,700</u>
Total Current Liabilities	192,739
Net Assets	
Net Assets Without Donor Restrictions	
Designated by the Board	80,000
Undesignated	<u>253,576</u>
Total Net Assets Without Donor Restrictions	333,576
Net Assets With Donor Restrictions	<u>6,545,554</u>
Total Net Assets	<u>6,879,130</u>
Total Liabilities and Net Assets	<u><u>\$ 7,071,869</u></u>

See accompanying Notes to Financial Statements.

JUST ASSOCIATES, INC.

STATEMENT OF ACTIVITIES
FOR THE YEAR ENDED DECEMBER 31, 2018

	Net Assets Without Donor Restrictions	Net Assets With Donor Restrictions	Total
Support and Revenue			
Contributions	\$ 119,504	\$ 4,623,222	\$ 4,742,726
Program Income	83,931	-	83,931
Interest Income	2,073	-	2,073
Foreign Exchange (Loss)	(87,282)	-	(87,282)
Other Income	24,101	-	24,101
In-Kind Contributions	15,658	-	15,658
Net Assets Released from Restrictions	3,232,159	(3,232,159)	-
Total Support and Revenue	3,390,144	1,391,063	4,781,207
Expenses			
Program Services			
Cross Regional	495,767	-	495,767
Meso America	1,013,844	-	1,013,844
Southern Africa	796,282	-	796,282
Southeast Asia	453,378	-	453,378
Total Program Services	2,759,271	-	2,759,271
Supporting Services			
General and Administrative	591,197	-	591,197
Grant Development	224,927	-	224,927
Total Supporting Services	816,124	-	816,124
Total Expenses	3,575,395	-	3,575,395
Change in Net Assets	(185,251)	1,391,063	1,205,812
Net Assets, Beginning of Year	518,827	5,154,491	5,673,318
Net Assets, End of Year	\$ 333,576	\$ 6,545,554	\$ 6,879,130

See accompanying Notes to Financial Statements.

JUST ASSOCIATES, INC.

STATEMENT OF FUNCTIONAL EXPENSES
FOR THE YEAR ENDED DECEMBER 31, 2018

	Program Services				Total Program Services	Supporting Services			Total Expenses
	Cross Regional	Meso America	Southern Africa	Southeast Asia		General and Administrative	Grant Development	Total Supporting Services	
Bank Fees	\$ 2,616	\$ 6,749	\$ 4,428	\$ 6,418	\$ 20,211	\$ 4,170	\$ -	\$ 4,170	\$ 24,381
Consultants	84,161	285,029	111,611	61,442	542,243	200,497	74,442	274,939	817,182
Depreciation	-	-	-	-	-	6,947	-	6,947	6,947
Dues and Subscriptions	3,557	2,507	2,260	2,439	10,763	3,445	-	3,445	14,208
Employee Benefits	27,137	17,708	24,932	20,418	90,195	28,240	15,564	43,804	133,999
Equipment and Maintenance	-	2,100	164	678	2,942	1,440	-	1,440	4,382
Grants	-	51,927	198,470	30	250,427	-	2,500	2,500	252,927
Insurance	-	317	243	-	560	4,265	-	4,265	4,825
Legal Fees	3,731	613	2,091	2,818	9,253	5,372	-	5,372	14,625
Meetings	969	555	16,514	2,844	20,882	-	-	-	20,882
Miscellaneous	10,233	14,114	7,362	14,662	46,371	-	-	-	46,371
Payroll Taxes	14,149	943	7,861	8,489	31,442	8,155	8,360	16,515	47,957
Postage and Delivery	518	1,660	859	435	3,472	966	-	966	4,438
Publications	175	16,959	7,197	1,800	26,131	247	-	247	26,378
Rent	12,455	30,511	20,989	11,164	75,119	19,453	5,947	25,400	100,519
Salaries	229,510	379,525	316,358	214,634	1,140,027	278,203	113,104	391,307	1,531,334
Supplies, Copying, and Printing	6,861	39,646	10,830	7,497	64,834	9,087	-	9,087	73,921
Bad Debt Expense	20,000	-	-	-	20,000	-	-	-	20,000
Telephone and Internet	1,264	3,619	2,937	1,165	8,985	629	125	754	9,739
Travel	78,431	159,362	61,176	96,445	395,414	20,081	4,885	24,966	420,380
Total	\$ 495,767	\$ 1,013,844	\$ 796,282	\$ 453,378	\$ 2,759,271	\$ 591,197	\$ 224,927	\$ 816,124	\$ 3,575,395

See accompanying Notes to Financial Statements.

JUST ASSOCIATES, INC.

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED DECEMBER 31, 2018

Cash Flows from Operating Activities

Change in Net Assets	\$ 1,205,812
Adjustments to Reconcile Change in Net Assets to Net Cash Used in Operating Activities	
Depreciation	6,947
Unrealized Loss on Foreign Exchange Rate	(87,282)
Increase in Accounts Receivable	49,607
Increase in Contributions Receivable	(2,703,108)
Increase in Prepaid Expenses	(20,436)
Decrease in Accounts Payable	(5,669)
Decrease in Deferred Revenue	(9,104)
Increase in Accrued Payroll and Benefits	<u>23,934</u>
Net Cash Used in Operating Activities	(1,539,299)
Cash, Beginning of Year	<u>2,456,053</u>
Cash, End of Year	<u><u>\$ 916,754</u></u>

See accompanying Notes to Financial Statements.

JUST ASSOCIATES, INC.

NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2018

1. ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Just Associates, Inc. (JASS), was incorporated under the laws of the District of Columbia as a nonprofit nonstock corporation for the purpose of promoting social justice, gender equity, and human rights on an international basis. JASS' cross regional and regional programs are:

Cross Regional - JASS Crossregional facilitates South-South and South-North knowledge exchanges to capture and share lessons from practice about women's movement-building, while also leveraging JASS' international influence to mobilize solidarity with the local-to-global networks that drive JASS' work.

Meso America - JASS Mesoamerica strengthens, sustains and mobilizes local-to-regional networks among diverse women activists and organizations in Mexico and Central America to better confront the region's growing violence and injustice. By creating safe spaces for reflection, skill-building and wellbeing, JASS builds bridges among women human rights defenders for enhanced influence and safety.

Southern Africa - JASS Southern Africa works with a range of organizations and community leaders, from grassroots HIV activists to LGBTI organizers and faith-based leaders, to empower and support activists and their organizations while building their collective power to address practical needs, fight stigma, and influence decision-makers.

Southeast Asia - JASS Southeast Asia works across cultures, generations, and the rural-urban divide in seven countries, emphasizing popular education and long-term accompaniment to strengthen young women's grassroots organizing and promoting creative social media strategies that empower women to challenge taboos about sex and make their voices more visible.

During the year ended December 31, 2018, JASS' work in each program area combined activities contributing to its five core strategies:

Strengthening and Equipping Activist Leadership (Capacity Building)

Strengthen women's leadership and confidence as citizens and political actors to educate, organize, and empower other women and communities to address problems together and challenge discrimination and violence in every aspect of their lives. Includes the following activities: Training and leadership development; exchange and dialogue; accompaniment and organizing support; power analysis and strategy development; political facilitation; risk analysis, well-being.

Building and Accompanying Alliances and Networks around Shared Agendas for Change (Alliances)

Build and sustain diverse and inclusive alliances to enhance women's timely and effective political impact and connections with power and provide support and safety for at-risk activists. Includes the following activities: Developing networks and cross-movement alliances; strategic partnerships for skills, knowledge, and access; organizational capacity-building.

Strategic Political and Urgent Action (Advocacy and Mobilizing Influence)

Leverage collective, political power at all levels of decision-making (e.g., village, district, national, regional, global) to positively influence and hold accountable the institutions and structures (e.g., decisions, laws, policies, budgets) responsible for the enforcement of human rights and that shape access to and control over resources (material, social, political, economic, etc.). Includes the

JUST ASSOCIATES, INC.

NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2018

1. ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Strategic Political and Urgent Action (Advocacy and Mobilizing Influence) (Continued)

following activities: *Advocacy and strategic engagement on specific issues or cases, local to global; enabling women activists to engage power holders directly; mobilizing and leveraging allies inside and outside power structures; activating global solidarity on urgent action threats.*

Strategic Communications and Amplifying Voices (Communications)

Influence and inform public discourse, attitudes, and behavior through creative media and communications strategies aimed at making women's rights and feminist agendas and movements more visible and important, and to challenge all forms of discrimination. Including the following activities: *Making "invisible" voices, stories, and perspectives heard; challenging and changing narratives about women, women activists, and their agendas for change; creative use of mainstream, alternative, and social media.*

Producing and Publishing Knowledge from Practice (Knowledge Production)

Generate, document, and disseminate knowledge about women's political and organizational strategies that work to shape human rights, social change, and development practice. Including the following activities: *Distilling insights from JASS' work to produce influential and useful resources; shaping the thinking, practice, and funding patterns in related fields (human rights protection, citizen participation, etc.); developing and sharing feminist popular education methodology; participatory research and knowledge generation with activists.*

Beginning in 2017, JASS embarked on a two-pronged **organizational development effort** focused on cross-regionalization and mobilizing impact. This involves a strategic alignment process to deepen, align, and maximize JASS' impact through greater collaboration and knowledge sharing across the organization, and an organizational strengthening process to stabilize and strengthen JASS' systems, staff, and structures to be more creative, vibrant, and effective in advancing solutions to inequality and violence. (*Organizational strengthening.*)

Method of Accounting

The financial statements have been prepared on the accrual basis of accounting.

Contributions

JASS recognizes contributions revenue when an unconditional pledge is made, including multiyear grants, or when cash is received if a pledge was not made. Contributions received are reported as net assets without donor restrictions and net assets with donor restrictions, based on donor intent. Contributions made by JASS are recognized as an expense in the period the commitment is made.

In-kind contributions are recorded at fair market value. For the year ended December 31, 2018, in-kind contributions consisted of donated purchases for travel and lodging.

Cash Equivalents

JASS considers all short-term investments with original maturities of three months or less to be cash equivalents. JASS' demand deposits with financial institutions at times exceeded federally insured limits. JASS has not experienced any losses in such accounts, and management believes JASS is not exposed to any significant credit risks.

JUST ASSOCIATES, INC.

NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2018

1. ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Accounts Receivable

Accounts receivable are recorded at the amount JASS expects to collect on balances outstanding at the end of the fiscal year. Management closely monitors amounts receivable and charges off to expense any balances that are determined to be uncollectable. As of December 31, 2018, JASS' allowance for doubtful accounts was \$-0-. Bad debt expense was \$20,000 for the year ended December 31, 2018.

Furniture and Equipment

Furniture and equipment are stated at cost. Depreciation is calculated on a straight line basis over a three-year or five-year estimated useful life.

Classes of Net Assets

JASS is required to report its financial position and activities according to two classes of net assets: net assets without donor restrictions and net assets with donor restrictions.

Net assets without donor restrictions are contributions without a donor imposed time and/or program restriction. The funds are available to JASS to maintain its operations.

Net assets with donor restrictions are contributions with donor-imposed time and/or program restrictions. These restrictions require that resources be used for specific purposes and/or in a later period or after a specified date. Multiyear grants that are specified for a particular time period are recorded as net assets with donor restricted contributions when the contribution is made. Net assets with donor restrictions become unrestricted when the time restrictions expire or the funds are used for their restricted purposes and are reported in the accompanying statement of activities as net assets released from restrictions.

Foreign Exchange Gains and Losses

The foreign exchange gain or loss is computed using the exchange rate prevailing when the transaction occurs. JASS receives grant awards in euros and pounds sterling. The foreign exchange loss included in the accompanying statement of activities is \$87,282.

Functional Allocation of Expenses

The financial statements report certain categories of expenses that are attributable to more than one program or supporting function. Therefore, these expenses require allocation on a reasonable basis that is consistently applied. The expenses that are allocated include most operating costs that support various programs and functions. The basis of the allocations is direct salary costs which have been allocated to program and supporting functions based on documentation of employee time and effort.

Use of Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions

JUST ASSOCIATES, INC.

NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2018

1. ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Use of Estimates (Continued)

that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Accounting for Uncertainty in Income Taxes

JASS has adopted Financial Accounting Standards Board Accounting Standards Codification 740-10, *Income Taxes*, which prescribes measurements and disclosure requirements for current and deferred income tax provisions. The interpretation provides for a consistent approach in identifying and reporting uncertain tax positions. It is management's belief that JASS does not hold any uncertain tax positions.

2. ADOPTION OF ACCOUNTING STANDARDS UPDATE 2016-14

In August 2016, the Financial Accounting Standards Board (FASB) issued Accounting Standards Update (ASU) 2016-14, *Not-for-Profit Entities (Topic 958): Presentation of Financial Statements of Not-for-Profit Entities*. The amendments in this ASU made improvements to the information provided in financial statements and accompanying notes of not-for-profit entities. The amendments set forth the FASB's improvements to net asset classification requirements and the information presented about a not-for-profit's liquidity, financial performance, and cash flows. The ASU became effective for fiscal years beginning after December 15, 2017.

3. TAX STATUS

JASS has been recognized as exempt from federal income tax by the Internal Revenue Service under the provisions of Section 501(c)(3) of the Internal Revenue Code, and is classified as a nonprofit organization that is not a private foundation.

4. CONTRIBUTIONS RECEIVABLE

At December 31, 2018, contributions receivable are as follows:

Receivables in Less than One Year	\$ 2,117,558
Receivables in One to Five Years	3,965,918
Total	<u>\$ 6,083,476</u>

5. PROPERTY AND EQUIPMENT

At December 31, 2018, furniture and equipment consisted of the following:

Office Furniture	\$ 495
Office Equipment	52,355
Software	20,840
Total Property and Equipment	<u>73,690</u>
Less Accumulated Depreciation	<u>(63,270)</u>
Property and Equipment, Net	<u>\$ 10,420</u>

JASS capitalizes all property and equipment with a cost basis of \$5,000 or more.

JUST ASSOCIATES, INC.

NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2018

6. OPERATING LEASES

During the year ended December 31, 2018, JASS leased office space in Washington, D.C., Tegucigalpa, Cape Town, Jakarta, and Phnom Penh. The lease terms are on a month-to-month basis. Total rent expense was \$100,519 for the year ended December 31, 2018.

7. BOARD DESIGNATED NET ASSETS WITHOUT DONOR RESTRICTIONS

The Board of Directors has designated a portion of the net assets without donor restrictions as a reserve fund. The funds are available for unexpected expenses and subject to Board approval. At December 31, 2018, the balance of board designated net assets was \$80,000.

8. NET ASSETS WITH DONOR RESTRICTIONS

As of December 31, 2018, net assets with donor restrictions were available for the following purposes:

Meso America	\$ 246,003
Southern Africa	338,136
Southeast Asia	38,805
Cross Regional	<u>5,922,610</u>
Total Net Assets With Donor Restrictions	<u>\$ 6,545,554</u>

9. RETIREMENT PLAN

JASS maintains a nonqualified deferred compensation plan (the Plan) for the purpose of providing benefits to certain selected employees. An Internal Revenue Code Section 457 (f) supplemental retirement plan was adopted in 2015. The expense for benefits provided under this Plan was \$5,200 for the year ended December 31, 2018. This amount is included in accrued payroll and benefits in the accompanying statement of financial position. Assets held in a separate trust for the intended purpose to fund JASS' obligation under the Plan amounted to \$22,700 for the year ended December 31, 2018.

10. LIQUIDITY AND AVAILABILITY OF RESOURCES

Liquidity and Available Resources

JASS' cash flows have seasonable variations due to the timing of grants. JASS manages its liquidity to meet general expenditures, liabilities, and other obligations as they become due.

Qualitative Analysis

As of December 31, 2018, the following financial assets and liquidity resources were available for general operating expenditures in the year ending December 31, 2019.

Financial Assets	
Cash and Cash Equivalents	\$ 916,754
Accounts Receivable	8,657
Contributions Receivable, Current	<u>1,890,918</u>
Total Financial Assets Available within One Year	<u>\$ 2,816,329</u>

JUST ASSOCIATES, INC.

**NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2018**

11. SUBSEQUENT EVENTS

JASS has evaluated all subsequent events through May 6, 2019, which was the date the financial statements were available to be issued. No subsequent events requiring disclosure were identified based on this evaluation.

SUPPLEMENTARY INFORMATION

JUST ASSOCIATES, INC.

**SCHEDULE OF NET ASSETS WITH DONOR RESTRICTIONS ACTIVITY
FOR THE YEAR ENDED DECEMBER 31, 2018**

Donor	Balance January 1, 2018	Additions	Expenses	Balance December 31, 2018
Angelica Foundation	\$ 4,000	\$ 2,000	\$ 4,000	\$ 2,000
Channel (2018)	30,000	-	30,000	-
Comic Relief (Malawi)	633,730	-	345,594	288,136
Consortio Oaxaca*	705	-	705	-
Dialogue & Dissent (CMI)	3,320,706	-	1,210,287	2,110,419
FCAM/FJS	-	90,590	90,590	-
FCAM - GAGGA	31,179	29,943	61,122	-
Ford Foundation/MESO	72,454	-	72,454	-
Ford Foundation (Dec 2016 - Nov 2018)	98,478	-	98,478	-
Foundation for a Just Society (2017 - 2019)	228,709	-	228,709	-
Inter American Foundation - Add'l	86,925	-	86,925	-
Inter American Foundation (IAF) (2017 - 2018)	5,456	-	5,456	-
Novo Foundation	225,568	3,000,000	225,568	3,000,000
Novo Foundation (Add'l 2017)	176,635	-	176,635	-
Oak Foundation	14,618	-	14,618	-
OSI/OSF Budapest (HR)	50,834	-	50,834	-
Overbrook Foundation (2016 - 2018)	31,519	-	31,519	-
Sigrid Rausig (2016 - 2018)	104,725	-	104,725	-
Open Society Fund	-	250,000	118,370	131,630
ARC Malawi Research	-	1,500	1,500	-
Funds for Global Human Rights (2018) (MESO)	-	10,000	10,000	-
Afrika Groups of Sweden	-	34,226	34,226	-
General Service Foundation	20,000	-	20,000	-
Funds for Global Human Rights (2016 - 2017) (MESO)	750	-	750	-
Urgent Action Fund	-	4,963	2,930	2,033
Funds for Global Human Rights (2018) (MESO)	17,500	-	17,500	-
Partners Asia	-	10,000	10,000	-
Funds for Global Human Rights (2018) (MESO)	-	17,500	7,479	10,021
Ford Foundation - Defending Rights	-	50,000	-	50,000
Oak Foundation	-	800,000	129,460	670,540
Urgent Action Fund	-	5,000	5,000	-
Funds for Global Human Rights (2018 - 2019) (MESO)	-	20,000	9,500	10,500
Funds for Global Human Rights (2019) (Honduras)	-	17,500	-	17,500
Ford Foundation (2019) (Nicaragua)	-	45,000	-	45,000
Overbrook Foundation	-	40,000	7,500	32,500
Ford Foundation (2018 - 2019) (Honduras)	-	100,000	2,449	97,551
Global Fund for Women (2018 - 2019) (MESO)	-	55,000	14,048	40,952
Global Fund for Women (2018 - 2019) (SEA)	-	40,000	3,228	36,772
	<u>\$ 5,154,491</u>	<u>\$ 4,623,222</u>	<u>\$ 3,232,159</u>	<u>\$ 6,545,554</u>