

Return of Organization Exempt From Income Tax

2018

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

▶ Do not enter social security numbers on this form as it may be made public.
▶ Go to www.irs.gov/Form990 for instructions and the latest information.

A For the 2018 calendar year, or tax year beginning Jul 1, 2018, and ending Jun 30, 2019

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

C Name of organization Plan International USA, Inc.
 Doing business as _____
 Number and street (or P.O. box if mail is not delivered to street address) Room/suite
155 Plan Way
 City or town, state or province, country, and ZIP or foreign postal code
Warwick, RI 02886-1099

D Employer identification number
13-5661832

E Telephone number
(401) 738-5600

G Gross receipts \$ 72,471,486.

F Name and address of principal officer:
A. San Martin, 155 Plan Way, Warwick, RI 02886

H(a) Is this a group return for subordinates? Yes No
H(b) Are all subordinates included? Yes No
 If "No," attach a list. (see instructions)

I Tax-exempt status: 501(c)(3) 501(c) () ◀ (insert no.) 4947(a)(1) or 527

J Website: www.planusa.org

K Form of organization: Corporation Trust Association Other ▶

L Year of formation: 1937 **M** State of legal domicile: RI

H(c) Group exemption number ▶

Part I Summary

1 Briefly describe the organization's mission or most significant activities: See the Organization's Purpose Statement on Schedule O, Page 1

2 Check this box if the organization discontinued its operations or disposed of more than 25% of its net assets.

| | | |
|--|-----------|-----|
| 3 Number of voting members of the governing body (Part VI, line 1a) | 3 | 10 |
| 4 Number of independent voting members of the governing body (Part VI, line 1b) | 4 | 10 |
| 5 Total number of individuals employed in calendar year 2018 (Part V, line 2a) | 5 | 155 |
| 6 Total number of volunteers (estimate if necessary) | 6 | 11 |
| 7a Total unrelated business revenue from Part VIII, column (C), line 12 | 7a | 0. |
| b Net unrelated business taxable income from Form 990-T, line 38 | 7b | 0. |

| | Prior Year | Current Year |
|---|---------------------------|--------------|
| 8 Contributions and grants (Part VIII, line 1h) | 75,624,370. | 64,765,143. |
| 9 Program service revenue (Part VIII, line 2g) | | |
| 10 Investment income (Part VIII, column (A), lines 3, 4, and 7d) | 509,997. | 1,968,248. |
| 11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) | 3,048. | -5,582. |
| 12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12) | 76,137,415. | 66,727,809. |
| 13 Grants and similar amounts paid (Part IX, column (A), lines 1-3) | 45,508,860. | 37,926,394. |
| 14 Benefits paid to or for members (Part IX, column (A), line 4) | | |
| 15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10) | 14,450,534. | 14,550,608. |
| 16a Professional fundraising fees (Part IX, column (A), line 11e) | 3,043,282. | 3,163,572. |
| b Total fundraising expenses (Part IX, column (D), line 25) ▶ <u>5,910,820.</u> | | |
| 17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e) | 10,441,086. | 9,115,173. |
| 18 Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25) | 73,443,762. | 64,755,747. |
| 19 Revenue less expenses. Subtract line 18 from line 12 | 2,693,653. | 1,972,062. |
| | Beginning of Current Year | End of Year |
| 20 Total assets (Part X, line 16) | 45,996,338. | 49,445,934. |
| 21 Total liabilities (Part X, line 26) | 7,081,465. | 9,177,554. |
| 22 Net assets or fund balances. Subtract line 21 from line 20 | 38,914,873. | 40,268,380. |

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here

Signature of officer: [Signature] Date: 12-27-19

Type or print name and title: Ana Teresa Gutierrez-San Martin, President & CEO

Paid Preparer Use Only

Print/Type preparer's name: ROBERT A. PERILLO Preparer's signature: [Signature] Date: 2-27-19 Check if self-employed PTIN: P00548403

Firm's name ▶ DYL & PERILLO, INC. Firm's EIN ▶ 05-0485365

Firm's address ▶ 446 BROADWAY, PROVIDENCE, RI 02909 Phone no. (401) 453-2020

May the IRS discuss this return with the preparer shown above? (see instructions) Yes No

Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III

1 Briefly describe the organization's mission:

See the Organization's Purpose Statement on Schedule O, Page 1

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? Yes No

If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? Yes No

If "Yes," describe these changes on Schedule O.

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code:) (Expenses \$ 44,938,762. including grants of \$ 37,926,394.) (Revenue \$ 0.)

Program and Technical Support - Plan International USA carries out the vast majority of its international activities through Plan International, Inc. (also registered in the USA) which implements programs through offices in over 50 developing countries. Worldwide programs (See Sch. O) are focused on:
1. Education (Exp \$6,347,589 incl. grants of \$5,568,407)
2. Health (Exp \$18,018,797 incl. grants of \$15,694,444)
3. Disaster & Conflict (Exp \$6,884,873 incl. grants of \$5,678,859)
4. Protection (Exp. \$5,193,091 incl. grants of \$4,506,241)
5. Youth and Economic Empowerment (Exp. \$8,494,412 incl. grants of \$6,478,443)
For more information, please see "Program Service Accomplishments" in Schedule O.

4b (Code:) (Expenses \$ 800,042. including grants of \$ 0.) (Revenue \$ 0.)

Building Relationships - Our child sponsorship program links a sponsor in the United States with a child in need; they can exchange letters, cards and photos as a way to build relationships. Plan also shares program communications to keep sponsors informed of the work underway in the field. For more detailed information, please see "Program Service Accomplishments" in Schedule O.

4c (Code:) (Expenses \$ 1,815,758. including grants of \$ 0.) (Revenue \$ 0.)

Development Education and Advocacy - Plan conducts educational outreach programs in the United States with youth, educators, sponsors and the public about issues affecting children and families in the developing world. These programs strive to enhance the understanding of poverty and the role that Plan has in the development process.
For more information, please see "Program Service Accomplishments" in Schedule O.

4d Other program services (Describe in Schedule O.)
(Expenses \$ including grants of \$) (Revenue \$)

4e Total program service expenses **▶** 47,554,562.

Part IV Checklist of Required Schedules

| | Yes | No |
|--|--------------|----|
| 1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? <i>If "Yes," complete Schedule A</i> | 1 X | |
| 2 Is the organization required to complete <i>Schedule B, Schedule of Contributors</i> (see instructions)? | 2 X | |
| 3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If "Yes," complete Schedule C, Part I</i> | 3 | X |
| 4 Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? <i>If "Yes," complete Schedule C, Part II</i> | 4 X | |
| 5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? <i>If "Yes," complete Schedule C, Part III</i> | 5 | X |
| 6 Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? <i>If "Yes," complete Schedule D, Part I</i> | 6 | X |
| 7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? <i>If "Yes," complete Schedule D, Part II</i> | 7 | X |
| 8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III</i> | 8 | X |
| 9 Did the organization report an amount in Part X, line 21, for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If "Yes," complete Schedule D, Part IV</i> | 9 | X |
| 10 Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? <i>If "Yes," complete Schedule D, Part V</i> | 10 X | |
| 11 If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable. | | |
| a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? <i>If "Yes," complete Schedule D, Part VI</i> | 11a X | |
| b Did the organization report an amount for investments—other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VII</i> | 11b | X |
| c Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VIII</i> | 11c | X |
| d Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part IX</i> | 11d | X |
| e Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X</i> | 11e X | |
| f Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? <i>If "Yes," complete Schedule D, Part X</i> | 11f | X |
| 12a Did the organization obtain separate, independent audited financial statements for the tax year? <i>If "Yes," complete Schedule D, Parts XI and XII</i> | 12a X | |
| b Was the organization included in consolidated, independent audited financial statements for the tax year? <i>If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional</i> | 12b | X |
| 13 Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i> | 13 | X |
| 14a Did the organization maintain an office, employees, or agents outside of the United States? | 14a | X |
| b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? <i>If "Yes," complete Schedule F, Parts I and IV.</i> | 14b X | |
| 15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? <i>If "Yes," complete Schedule F, Parts II and IV</i> | 15 X | |
| 16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? <i>If "Yes," complete Schedule F, Parts III and IV.</i> | 16 | X |
| 17 Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? <i>If "Yes," complete Schedule G, Part I (see instructions)</i> | 17 X | |
| 18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? <i>If "Yes," complete Schedule G, Part II</i> | 18 X | |
| 19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III</i> | 19 | X |
| 20a Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i> | 20a | X |
| b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return? | 20b | |
| 21 Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i> | 21 X | |

Part IV Checklist of Required Schedules *(continued)*

| | Yes | No |
|--|-----|----|
| 22 Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i> | | X |
| 23 Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i> | X | |
| 24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i> | | X |
| b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception? | | |
| c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds? | | |
| d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year? | | |
| 25a Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i> | | X |
| b Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i> | | X |
| 26 Did the organization report any amount on Part X, line 5, 6, or 22 for receivables from or payables to any current or former officers, directors, trustees, key employees, highest compensated employees, or disqualified persons? <i>If "Yes," complete Schedule L, Part II</i> | | X |
| 27 Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i> | | X |
| 28 Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions): | | |
| a A current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i> | | X |
| b A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i> | | X |
| c An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? <i>If "Yes," complete Schedule L, Part IV</i> | | X |
| 29 Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i> | X | |
| 30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i> | | X |
| 31 Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i> | | X |
| 32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i> | | X |
| 33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i> | | X |
| 34 Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i> | X | |
| 35a Did the organization have a controlled entity within the meaning of section 512(b)(13)? | X | |
| b If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i> | X | |
| 36 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i> | | X |
| 37 Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i> | | X |
| 38 Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? Note. All Form 990 filers are required to complete Schedule O. | X | |

Part V Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response or note to any line in this Part V

| | Yes | No |
|---|-----|----|
| 1a Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable | | |
| b Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable | | |
| c Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners? | | |

Part V **Statements Regarding Other IRS Filings and Tax Compliance** *(continued)*

| | | Yes | No |
|------------|--|---------------|----|
| 2a | Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return | 2a 155 | |
| b | If at least one is reported on line 2a, did the organization file all required federal employment tax returns? Note. If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions) | 2b x | |
| 3a | Did the organization have unrelated business gross income of \$1,000 or more during the year? | 3a x | |
| b | If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation in Schedule O | 3b x | |
| 4a | At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)? | 4a | x |
| b | If "Yes," enter the name of the foreign country: See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR). | | |
| 5a | Was the organization a party to a prohibited tax shelter transaction at any time during the tax year? | 5a | x |
| b | Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction? | 5b | x |
| c | If "Yes" to line 5a or 5b, did the organization file Form 8886-T? | 5c | |
| 6a | Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions? | 6a | x |
| b | If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible? | 6b | |
| 7 | Organizations that may receive deductible contributions under section 170(c). | | |
| a | Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor? | 7a x | |
| b | If "Yes," did the organization notify the donor of the value of the goods or services provided? | 7b x | |
| c | Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282? | 7c | x |
| d | If "Yes," indicate the number of Forms 8282 filed during the year | 7d | |
| e | Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract? | 7e | x |
| f | Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract? | 7f | x |
| g | If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required? | 7g | |
| h | If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C? | 7h | |
| 8 | Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year? | 8 | |
| 9 | Sponsoring organizations maintaining donor advised funds. | | |
| a | Did the sponsoring organization make any taxable distributions under section 4966? | 9a | |
| b | Did the sponsoring organization make a distribution to a donor, donor advisor, or related person? | 9b | |
| 10 | Section 501(c)(7) organizations. Enter: | | |
| a | Initiation fees and capital contributions included on Part VIII, line 12 | 10a | |
| b | Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities | 10b | |
| 11 | Section 501(c)(12) organizations. Enter: | | |
| a | Gross income from members or shareholders | 11a | |
| b | Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them.) | 11b | |
| 12a | Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041? | 12a | |
| b | If "Yes," enter the amount of tax-exempt interest received or accrued during the year | 12b | |
| 13 | Section 501(c)(29) qualified nonprofit health insurance issuers. | | |
| a | Is the organization licensed to issue qualified health plans in more than one state? Note. See the instructions for additional information the organization must report on Schedule O. | 13a | |
| b | Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans | 13b | |
| c | Enter the amount of reserves on hand | 13c | |
| 14a | Did the organization receive any payments for indoor tanning services during the tax year? | 14a | x |
| b | If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O | 14b | |
| 15 | Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year? If "Yes," see instructions and file Form 4720, Schedule N. | 15 | x |
| 16 | Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O. | 16 | x |

Part VI Governance, Management, and Disclosure For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions. Check if Schedule O contains a response or note to any line in this Part VI

Section A. Governing Body and Management

| | | Yes | No |
|-----------|---|-----|----|
| 1a | Enter the number of voting members of the governing body at the end of the tax year 1a 10 If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O. | | |
| b | Enter the number of voting members included in line 1a, above, who are independent 1b 10 | | |
| 2 | Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee? | | X |
| 3 | Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, or trustees, or key employees to a management company or other person? | | X |
| 4 | Did the organization make any significant changes to its governing documents since the prior Form 990 was filed? | | X |
| 5 | Did the organization become aware during the year of a significant diversion of the organization's assets? | | X |
| 6 | Did the organization have members or stockholders? | | X |
| 7a | Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body? | | X |
| b | Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body? | | X |
| 8 | Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following: | | |
| a | The governing body? | X | |
| b | Each committee with authority to act on behalf of the governing body? | X | |
| 9 | Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O | | X |

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

| | | Yes | No |
|------------|--|-----|----|
| 10a | Did the organization have local chapters, branches, or affiliates? | | X |
| b | If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes? | | |
| 11a | Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form? | X | |
| b | Describe in Schedule O the process, if any, used by the organization to review this Form 990. | | |
| 12a | Did the organization have a written conflict of interest policy? If "No," go to line 13 | X | |
| b | Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts? | X | |
| c | Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done | X | |
| 13 | Did the organization have a written whistleblower policy? | X | |
| 14 | Did the organization have a written document retention and destruction policy? | X | |
| 15 | Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision? | | |
| a | The organization's CEO, Executive Director, or top management official | X | |
| b | Other officers or key employees of the organization | X | |
| | If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions). | | |
| 16a | Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? | | X |
| b | If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements? | | |

Section C. Disclosure

- 17** List the states with which a copy of this Form 990 is required to be filed ► See Part VI, Line 17 stmt
- 18** Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A if applicable), 990, and 990-T (Section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.
 Own website Another's website Upon request Other (explain in Schedule O)
- 19** Describe in Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.
- 20** State the name, address, and telephone number of the person who possesses the organization's books and records ►
 David Cannata, 155 Plan Way, , Warwick, RI 02886-1099 (401)562-8417

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

Check if Schedule O contains a response or note to any line in this Part VII

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

List persons in the following order: individual trustees or directors; institutional trustees; officers; key employees; highest compensated employees; and former such persons.

Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

| (A) Name and Title | (B) Average hours per week (list any hours for related organizations below dotted line) | (C) Position (do not check more than one box, unless person is both an officer and a director/trustee) | | | | | | (D) Reportable compensation from the organization (W-2/1099-MISC) | (E) Reportable compensation from related organizations (W-2/1099-MISC) | (F) Estimated amount of other compensation from the organization and related organizations |
|---|--|--|-----------------------|---------|--------------|------------------------------|--------|--|---|---|
| | | Individual trustee or director | Institutional trustee | Officer | Key employee | Highest compensated employee | Former | | | |
| (1) Dorota Keverian Board Chair (end 11/2018) | 12.00 | X | | | | | | 0. | 0. | 0. |
| (2) Georgiana Gibson Secretary | 6.00 | X | | | | | | 0. | 0. | 0. |
| (3) Jack Poulson Treasurer | 4.00 | X | | | | | | 0. | 0. | 0. |
| (4) Allison Knapp Womack Vice Chair (end 11/2018) | 6.00 | X | | | | | | 0. | 0. | 0. |
| (5) Ann O'Brien Vice Chair (begin 11/2018) | 10.00 | X | | | | | | 0. | 0. | 0. |
| (6) Elizabeth Fessenden Board Member | 2.00 | X | | | | | | 0. | 0. | 0. |
| (7) Carol Peasley Board Member (thru 11/2018); Board Chair (begin 11/2018) | 10.00 | X | | | | | | 0. | 0. | 0. |
| (8) Paul Dwyer Board Member; Audit Chair | 2.00 | X | | | | | | 0. | 0. | 0. |
| (9) Tamer Rashad Board Member | 2.00 | X | | | | | | 0. | 0. | 0. |
| (10) Marcelo Kim Board Member | 2.00 | X | | | | | | 0. | 0. | 0. |
| (11) Sara Moore Board Member | 2.00 | X | | | | | | 0. | 0. | 0. |
| (12) Elizabeth Myers Board Member | 4.00 | X | | | | | | 0. | 0. | 0. |
| (13) Susan Benton Board Member | 2.00 | X | | | | | | 0. | 0. | 0. |
| (14) Devesh Raj Board Member | 2.00 | X | | | | | | 0. | 0. | 0. |

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

| (A) Name and title | (B) Average hours per week (list any hours for related organizations below dotted line) | (C) Position (do not check more than one box, unless person is both an officer and a director/trustee) | | | | | | (D) Reportable compensation from the organization (W-2/1099-MISC) | (E) Reportable compensation from related organizations (W-2/1099-MISC) | (F) Estimated amount of other compensation from the organization and related organizations |
|--|--|--|-----------------------|-------------------------------------|-------------------------------------|-------------------------------------|--------|--|---|---|
| | | Individual trustee or director | Institutional trustee | Officer | Key employee | Highest compensated employee | Former | | | |
| (15) Vicki Escarra Board Member | 6.00 | <input checked="" type="checkbox"/> | | | | | | 0. | 0. | 0. |
| (16) Ana Teresa Gutierrez-San Martin President/CEO | 50.00 | | | <input checked="" type="checkbox"/> | | | | 347,035. | 0. | 23,733. |
| (17) David Cannata CFO | 50.00 | | | <input checked="" type="checkbox"/> | | | | 230,084. | 0. | 20,910. |
| (18) Shanna Marzilli Chief Marketing Officer | 50.00 | | | | <input checked="" type="checkbox"/> | | | 277,183. | 0. | 39,579. |
| (19) Constantin Abarbieritei COO | 50.00 | | | | <input checked="" type="checkbox"/> | | | 259,457. | 0. | 19,015. |
| (20) John Glover Sr.VP, Programs and Policy | 50.00 | | | | <input checked="" type="checkbox"/> | | | 218,672. | 0. | 10,715. |
| (21) Yvonne Norman Director of IT | 50.00 | | | | | <input checked="" type="checkbox"/> | | 176,471. | 0. | 26,474. |
| (22) Jill Nosach Vice President, Philanthropy | 50.00 | | | | | <input checked="" type="checkbox"/> | | 174,549. | 0. | 26,503. |
| (23) Danielle Grant Director, Project Implementation Unit | 50.00 | | | | | <input checked="" type="checkbox"/> | | 168,996. | 0. | 19,732. |
| (24) Frank Manfredi Senior Director, DRM | 50.00 | | | | | <input checked="" type="checkbox"/> | | 164,234. | 0. | 19,639. |
| (25) Sue Richiedei Senior Director, WomenLead Institute | 50.00 | | | | | <input checked="" type="checkbox"/> | | 159,660. | 0. | 13,804. |
| 1b Sub-total | | | | | | | | 2,176,341. | 0. | 220,104. |
| c Total from continuation sheets to Part VII, Section A | | | | | | | | | | |
| d Total (add lines 1b and 1c) | | | | | | | | 2,176,341. | 0. | 220,104. |

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization **▶** 43

| | Yes | No |
|--|-------------------------------------|-------------------------------------|
| 3 Did the organization list any former officer, director, or trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i> | | <input checked="" type="checkbox"/> |
| 4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i> | <input checked="" type="checkbox"/> | |
| 5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i> | | <input checked="" type="checkbox"/> |

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

| (A) Name and business address | (B) Description of services | (C) Compensation |
|---|--------------------------------|---------------------|
| Public Outreach Fundraising, 207 West Hastings St. Suite 1005, Vancouver, CA, | In-person solicitation | 1,500,000. |
| Bob Carter Companies, LLC, 2145 14th Ave. Suite 26, Vero Beach, FL 32960 | Campaign strategy/design | 213,000. |
| Tribal Vision, 2346 Post Road, Suite 200, Warwick, RI 02886 | Fundraising Counsel | 190,710. |
| GiveBridge, 525 Western Monroe St., Ste 900, Chicago, IL 60661 | In-person solicitation | 1,588,960. |
| PricewaterhouseCoopers LLP, 1800 Tysons Blvd, McLean, VA 22102 | Auditing Services | 164,000. |

2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization **▶** 8

Part VIII Statement of Revenue

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

| | | | (A) Total revenue | (B) Related or exempt function revenue | (C) Unrelated business revenue | (D) Revenue excluded from tax under sections 512-514 |
|---|--|---------------------------|----------------------|--|---|--|
| Contributions, Gifts, Grants and Other Similar Amounts | 1a Federated campaigns | 1a | | | | |
| | b Membership dues | 1b | | | | |
| | c Fundraising events | 1c | 23,405. | | | |
| | d Related organizations | 1d | | | | |
| | e Government grants (contributions) | 1e | 28,260,873. | | | |
| | f All other contributions, gifts, grants, and similar amounts not included above | 1f | 36,480,865. | | | |
| | g Noncash contributions included in lines 1a-1f: \$ | | 342,485. | | | |
| | h Total. Add lines 1a-1f | | 64,765,143. | | | |
| Program Service Revenue | 2a _____ Business Code | | | | | |
| | b _____ | | | | | |
| | c _____ | | | | | |
| | d _____ | | | | | |
| | e _____ | | | | | |
| | f All other program service revenue . | | | | | |
| | g Total. Add lines 2a-2f | | | | | |
| Other Revenue | 3 Investment income (including dividends, interest, and other similar amounts) | | 585,641. | 0. | 0. | 585,641. |
| | 4 Income from investment of tax-exempt bond proceeds | | | | | |
| | 5 Royalties | | | | | |
| | 6a Gross rents | (i) Real (ii) Personal | | | | |
| | b Less: rental expenses | | | | | |
| | c Rental income or (loss) | | | | | |
| | d Net rental income or (loss) | | | | | |
| | 7a Gross amount from sales of assets other than inventory | (i) Securities (ii) Other | | | | |
| | b Less: cost or other basis and sales expenses | | | | | |
| | c Gain or (loss) | | | | | |
| | d Net gain or (loss) | | 1,382,607. | 0. | 0. | 1,382,607. |
| | 8a Gross income from fundraising events (not including \$ <u>23,405.</u> of contributions reported on line 1c). See Part IV, line 18 | a | 4,995. | | | |
| | b Less: direct expenses | b | 10,577. | | | |
| | c Net income or (loss) from fundraising events | | -5,582. | | 0. | -5,582. |
| | 9a Gross income from gaming activities. See Part IV, line 19 | a | | | | |
| | b Less: direct expenses | b | | | | |
| | c Net income or (loss) from gaming activities | | | | | |
| 10a Gross sales of inventory, less returns and allowances | a | | | | | |
| b Less: cost of goods sold | b | | | | | |
| c Net income or (loss) from sales of inventory | | | | | | |
| Miscellaneous Revenue | | Business Code | | | | |
| 11a _____ | | | | | | |
| b _____ | | | | | | |
| c _____ | | | | | | |
| d All other revenue | | | | | | |
| e Total. Add lines 11a-11d | | | | | | |
| 12 Total revenue. See instructions | | 66,727,809. | 0. | 0. | 1,962,666. | |

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.

| | (A) Total expenses | (B) Program service expenses | (C) Management and general expenses | (D) Fundraising expenses |
|---|-----------------------|---------------------------------|--|-----------------------------|
| 1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21 . . . | 37,342,949. | 37,342,949. | | |
| 2 Grants and other assistance to domestic individuals. See Part IV, line 22 | | | | |
| 3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16 | 583,445. | 583,445. | | |
| 4 Benefits paid to or for members | | | | |
| 5 Compensation of current officers, directors, trustees, and key employees | 1,385,540. | 285,391. | 1,072,240. | 27,909. |
| 6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) | | | | |
| 7 Other salaries and wages | 10,410,908. | 4,370,619. | 5,008,274. | 1,032,015. |
| 8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions) | 824,655. | 317,110. | 432,173. | 75,372. |
| 9 Other employee benefits | 1,137,713. | 431,729. | 603,369. | 102,615. |
| 10 Payroll taxes | 791,792. | 304,473. | 414,951. | 72,368. |
| 11 Fees for services (non-employees): | | | | |
| a Management | | | | |
| b Legal | 47,022. | 0. | 47,022. | 0. |
| c Accounting | 177,374. | 73,424. | 103,950. | 0. |
| d Lobbying | | | | |
| e Professional fundraising services. See Part IV, line 17 | 3,163,572. | | | 3,163,572. |
| f Investment management fees | 33,376. | 0. | 33,376. | 0. |
| g Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O.) | 2,324,822. | 1,558,168. | 580,027. | 186,627. |
| 12 Advertising and promotion | 345,554. | 0. | 0. | 345,554. |
| 13 Office expenses | 1,210,290. | 494,002. | 229,979. | 486,309. |
| 14 Information technology | 895,974. | 0. | 785,256. | 110,718. |
| 15 Royalties | | | | |
| 16 Occupancy | 1,069,506. | 408,721. | 562,535. | 98,250. |
| 17 Travel | 1,520,798. | 959,388. | 428,693. | 132,717. |
| 18 Payments of travel or entertainment expenses for any federal, state, or local public officials | | | | |
| 19 Conferences, conventions, and meetings | | | | |
| 20 Interest | | | | |
| 21 Payments to affiliates | | | | |
| 22 Depreciation, depletion, and amortization | 297,972. | 114,570. | 156,167. | 27,235. |
| 23 Insurance | 126,406. | 67,392. | 55,691. | 3,323. |
| 24 Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.) | | | | |
| a <u>Banking & Credit Card Fees</u> | 353,863. | 0. | 353,863. | 0. |
| b <u>Outside Clerical</u> | 115,053. | 0. | 115,053. | 0. |
| c <u>Educ/Training/Mtgs</u> | 178,892. | 104,395. | 68,138. | 6,359. |
| d <u>Repairs/Maintenance</u> | 80,952. | 24,745. | 50,325. | 5,882. |
| e All other expenses | 337,319. | 114,041. | 189,283. | 33,995. |
| 25 Total functional expenses. Add lines 1 through 24e | 64,755,747. | 47,554,562. | 11,290,365. | 5,910,820. |
| 26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720) | | | | |

Part X Balance Sheet

Check if Schedule O contains a response or note to any line in this Part X

| | | (A) Beginning of year | | (B) End of year |
|---|--|--------------------------|-------------|-----------------------|
| Assets | 1 Cash—non-interest-bearing | 9,011,457. | 1 | 9,281,925. |
| | 2 Savings and temporary cash investments | 498,828. | 2 | 11,535. |
| | 3 Pledges and grants receivable, net | 16,884,171. | 3 | 19,241,462. |
| | 4 Accounts receivable, net | | 4 | |
| | 5 Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L | | 5 | |
| | 6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions). Complete Part II of Schedule L | | 6 | |
| | 7 Notes and loans receivable, net | | 7 | |
| | 8 Inventories for sale or use | | 8 | |
| | 9 Prepaid expenses and deferred charges | 774,102. | 9 | 894,785. |
| | 10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D | 10a 5,947,175. | | |
| | b Less: accumulated depreciation | 10b 4,793,300. | 1,439,079. | 10c 1,153,875. |
| | 11 Investments—publicly traded securities | 17,388,701. | 11 | 18,862,352. |
| | 12 Investments—other securities. See Part IV, line 11 | | 12 | |
| | 13 Investments—program-related. See Part IV, line 11 | | 13 | |
| | 14 Intangible assets | | 14 | |
| | 15 Other assets. See Part IV, line 11 | | 15 | |
| 16 Total assets. Add lines 1 through 15 (must equal line 34) | 45,996,338. | 16 | 49,445,934. | |
| Liabilities | 17 Accounts payable and accrued expenses | 1,809,228. | 17 | 1,903,561. |
| | 18 Grants payable | | 18 | |
| | 19 Deferred revenue | | 19 | |
| | 20 Tax-exempt bond liabilities | | 20 | |
| | 21 Escrow or custodial account liability. Complete Part IV of Schedule D | | 21 | |
| | 22 Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L | | 22 | |
| | 23 Secured mortgages and notes payable to unrelated third parties | | 23 | |
| | 24 Unsecured notes and loans payable to unrelated third parties | | 24 | |
| | 25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17–24). Complete Part X of Schedule D | 5,272,237. | 25 | 7,273,993. |
| | 26 Total liabilities. Add lines 17 through 25 | 7,081,465. | 26 | 9,177,554. |
| Net Assets or Fund Balances | Organizations that follow SFAS 117 (ASC 958), check here <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34. | | | |
| | 27 Unrestricted net assets | 14,452,349. | 27 | 16,519,415. |
| | 28 Temporarily restricted net assets | 14,700,916. | 28 | 14,009,386. |
| | 29 Permanently restricted net assets | 9,761,608. | 29 | 9,739,579. |
| | Organizations that do not follow SFAS 117 (ASC 958), check here <input type="checkbox"/> and complete lines 30 through 34. | | | |
| | 30 Capital stock or trust principal, or current funds | | 30 | |
| | 31 Paid-in or capital surplus, or land, building, or equipment fund | | 31 | |
| | 32 Retained earnings, endowment, accumulated income, or other funds | | 32 | |
| 33 Total net assets or fund balances | 38,914,873. | 33 | 40,268,380. | |
| 34 Total liabilities and net assets/fund balances | 45,996,338. | 34 | 49,445,934. | |

Part XI Reconciliation of Net Assets

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

| | | | |
|-----------|--|-----------|-------------|
| 1 | Total revenue (must equal Part VIII, column (A), line 12) | 1 | 66,727,809. |
| 2 | Total expenses (must equal Part IX, column (A), line 25) | 2 | 64,755,747. |
| 3 | Revenue less expenses. Subtract line 2 from line 1 | 3 | 1,972,062. |
| 4 | Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A)) | 4 | 38,914,873. |
| 5 | Net unrealized gains (losses) on investments | 5 | -587,724. |
| 6 | Donated services and use of facilities | 6 | |
| 7 | Investment expenses | 7 | |
| 8 | Prior period adjustments | 8 | |
| 9 | Other changes in net assets or fund balances (explain in Schedule O) | 9 | -30,831. |
| 10 | Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 33, column (B)) | 10 | 40,268,380. |

Part XII Financial Statements and Reporting

Check if Schedule O contains a response or note to any line in this Part XII

| | Yes | No |
|---|-----|----|
| 1 Accounting method used to prepare the Form 990: <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O. | | |
| 2a Were the organization's financial statements compiled or reviewed by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both: <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis | | X |
| b Were the organization's financial statements audited by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both: <input checked="" type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis | X | |
| c If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O. | X | |
| 3a As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133? | X | |
| b If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits. | X | |

Additional information from your Form 990: Return of Organization Exempt from Income Tax

Form 990: Return of Organization Exempt from Income Tax
Part VI, Line 17 (continued)

Continuation Statement

| States Where Copy of Return is Required |
|---|
| AL |
| AK |
| AR |
| CA |
| CT |
| DC |
| FL |
| GA |
| HI |
| IL |
| KS |
| KY |
| MD |
| MA |
| MI |
| MN |
| MS |
| NH |
| NJ |
| NM |
| NY |
| OK |
| OR |
| PA |
| RI |
| SC |
| TN |
| UT |
| VA |
| WV |
| WI |

SCHEDULE A
(Form 990 or 990-EZ)

Public Charity Status and Public Support

OMB No. 1545-0047

2018

Open to Public Inspection

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

▶ Attach to Form 990 or Form 990-EZ.

▶ Go to www.irs.gov/Form990 for instructions and the latest information.

Department of the Treasury
Internal Revenue Service

| | |
|--|--|
| Name of the organization Plan International USA, Inc. | Employer identification number 13-5661832 |
|--|--|

Part I Reason for Public Charity Status (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

- 1 A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i)**.
- 2 A school described in **section 170(b)(1)(A)(ii)**. (Attach Schedule E (Form 990 or 990-EZ).)
- 3 A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii)**.
- 4 A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii)**. Enter the hospital's name, city, and state:
- 5 An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv)**. (Complete Part II.)
- 6 A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v)**.
- 7 An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi)**. (Complete Part II.)
- 8 A community trust described in **section 170(b)(1)(A)(vi)**. (Complete Part II.)
- 9 An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university:
- 10 An organization that normally receives: (1) more than 33¹/₃% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33¹/₃% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2)**. (Complete Part III.)
- 11 An organization organized and operated exclusively to test for public safety. See **section 509(a)(4)**.
- 12 An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2)**. See **section 509(a)(3)**. Check the box in lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.
 - a **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
 - b **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
 - c **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
 - d **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
 - e Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.
 - f Enter the number of supported organizations
 - g Provide the following information about the supported organization(s).

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

Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

| Calendar year (or fiscal year beginning in) ► | (a) 2014 | (b) 2015 | (c) 2016 | (d) 2017 | (e) 2018 | (f) Total |
|--|-------------|-------------|-------------|-------------|-------------|--------------|
| 1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") | 84,352,318. | 56,865,516. | 70,328,366. | 75,624,370. | 64,765,143. | 351,935,713. |
| 2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf | | | | | | |
| 3 The value of services or facilities furnished by a governmental unit to the organization without charge | | | | | | |
| 4 Total. Add lines 1 through 3 | 84,352,318. | 56,865,516. | 70,328,366. | 75,624,370. | 64,765,143. | 351,935,713. |
| 5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f) | | | | | | 2,334,405. |
| 6 Public support. Subtract line 5 from line 4 | | | | | | 349,601,308. |

Section B. Total Support

| Calendar year (or fiscal year beginning in) ► | (a) 2014 | (b) 2015 | (c) 2016 | (d) 2017 | (e) 2018 | (f) Total |
|--|-------------|-------------|-------------|-------------|-------------|--------------------------|
| 7 Amounts from line 4 | 84,352,318. | 56,865,516. | 70,328,366. | 75,624,370. | 64,765,143. | 351,935,713. |
| 8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources | 565,273. | 518,651. | 336,930. | 407,217. | 585,641. | 2,413,712. |
| 9 Net income from unrelated business activities, whether or not the business is regularly carried on | | | | | | |
| 10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) | | | | | | |
| 11 Total support. Add lines 7 through 10 | | | | | | 354,349,425. |
| 12 Gross receipts from related activities, etc. (see instructions) | | | | | 12 | 2,273,184. |
| 13 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here | | | | | | <input type="checkbox"/> |

Section C. Computation of Public Support Percentage

| | | |
|--|-----------|-------------------------------------|
| 14 Public support percentage for 2018 (line 6, column (f) divided by line 11, column (f)) | 14 | 98.66% |
| 15 Public support percentage from 2017 Schedule A, Part II, line 14 | 15 | 99.21% |
| 16a 33 1/3% support test—2018. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization | | <input checked="" type="checkbox"/> |
| b 33 1/3% support test—2017. If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization | | <input type="checkbox"/> |
| 17a 10%-facts-and-circumstances test—2018. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization | | <input type="checkbox"/> |
| b 10%-facts-and-circumstances test—2017. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization | | <input type="checkbox"/> |
| 18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions | | <input type="checkbox"/> |

Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

| Calendar year (or fiscal year beginning in) ► | (a) 2014 | (b) 2015 | (c) 2016 | (d) 2017 | (e) 2018 | (f) Total |
|---|----------|----------|----------|----------|----------|-----------|
| 1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") | | | | | | |
| 2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose | | | | | | |
| 3 Gross receipts from activities that are not an unrelated trade or business under section 513 | | | | | | |
| 4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf | | | | | | |
| 5 The value of services or facilities furnished by a governmental unit to the organization without charge | | | | | | |
| 6 Total. Add lines 1 through 5 | | | | | | |
| 7a Amounts included on lines 1, 2, and 3 received from disqualified persons | | | | | | |
| b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year | | | | | | |
| c Add lines 7a and 7b | | | | | | |
| 8 Public support. (Subtract line 7c from line 6.) | | | | | | |

Section B. Total Support

| Calendar year (or fiscal year beginning in) ► | (a) 2014 | (b) 2015 | (c) 2016 | (d) 2017 | (e) 2018 | (f) Total |
|---|----------|----------|----------|----------|----------|-----------|
| 9 Amounts from line 6 | | | | | | |
| 10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources | | | | | | |
| b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975 | | | | | | |
| c Add lines 10a and 10b | | | | | | |
| 11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on | | | | | | |
| 12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) | | | | | | |
| 13 Total support. (Add lines 9, 10c, 11, and 12.) | | | | | | |
| 14 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here <input type="checkbox"/> | | | | | | |

Section C. Computation of Public Support Percentage

| | | |
|---|-----------|---|
| 15 Public support percentage for 2018 (line 8, column (f), divided by line 13, column (f)) | 15 | % |
| 16 Public support percentage from 2017 Schedule A, Part III, line 15 | 16 | % |

Section D. Computation of Investment Income Percentage

| | | |
|---|-----------|---|
| 17 Investment income percentage for 2018 (line 10c, column (f), divided by line 13, column (f)) | 17 | % |
| 18 Investment income percentage from 2017 Schedule A, Part III, line 17 | 18 | % |
| 19a 33 1/3% support tests—2018. If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and stop here . The organization qualifies as a publicly supported organization <input type="checkbox"/> | | |
| b 33 1/3% support tests—2017. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and stop here . The organization qualifies as a publicly supported organization <input type="checkbox"/> | | |
| 20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions <input type="checkbox"/> | | |

Part IV Supporting Organizations

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

Section A. All Supporting Organizations

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

Part IV Supporting Organizations (continued)

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

Section B. Type I Supporting Organizations

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

Section C. Type II Supporting Organizations

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

Section D. All Type III Supporting Organizations

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

Section E. Type III Functionally Integrated Supporting Organizations

| | | |
|---|-----------|--|
| 1 Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions). | | |
| a <input type="checkbox"/> The organization satisfied the Activities Test. Complete line 2 below. | | |
| b <input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete line 3 below. | | |
| c <input type="checkbox"/> The organization supported a governmental entity. Describe in Part VI how you supported a government entity (see instructions). | | |
| 2 Activities Test. Answer (a) and (b) below. | | |
| a Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? <i>If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.</i> | 2a | |
| b Did the activities described in (a) constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? <i>If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.</i> | 2b | |
| 3 Parent of Supported Organizations. Answer (a) and (b) below. | | |
| a Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? <i>Provide details in Part VI.</i> | 3a | |
| b Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? <i>If "Yes," describe in Part VI the role played by the organization in this regard.</i> | 3b | |

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

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

| Section A—Adjusted Net Income | | (A) Prior Year | (B) Current Year (optional) |
|---|-----------|----------------|-----------------------------|
| 1 Net short-term capital gain | 1 | | |
| 2 Recoveries of prior-year distributions | 2 | | |
| 3 Other gross income (see instructions) | 3 | | |
| 4 Add lines 1 through 3. | 4 | | |
| 5 Depreciation and depletion | 5 | | |
| 6 Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions) | 6 | | |
| 7 Other expenses (see instructions) | 7 | | |
| 8 Adjusted Net Income (subtract lines 5, 6, and 7 from line 4) | 8 | | |
| Section B—Minimum Asset Amount | | (A) Prior Year | (B) Current Year (optional) |
| 1 Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year): | | | |
| a Average monthly value of securities | 1a | | |
| b Average monthly cash balances | 1b | | |
| c Fair market value of other non-exempt-use assets | 1c | | |
| d Total (add lines 1a, 1b, and 1c) | 1d | | |
| e Discount claimed for blockage or other factors (explain in detail in Part VI): | | | |
| 2 Acquisition indebtedness applicable to non-exempt-use assets | 2 | | |
| 3 Subtract line 2 from line 1d. | 3 | | |
| 4 Cash deemed held for exempt use. Enter 1-1/2% of line 3 (for greater amount, see instructions). | 4 | | |
| 5 Net value of non-exempt-use assets (subtract line 4 from line 3) | 5 | | |
| 6 Multiply line 5 by .035. | 6 | | |
| 7 Recoveries of prior-year distributions | 7 | | |
| 8 Minimum Asset Amount (add line 7 to line 6) | 8 | | |
| Section C—Distributable Amount | | | Current Year |
| 1 Adjusted net income for prior year (from Section A, line 8, Column A) | 1 | | |
| 2 Enter 85% of line 1. | 2 | | |
| 3 Minimum asset amount for prior year (from Section B, line 8, Column A) | 3 | | |
| 4 Enter greater of line 2 or line 3. | 4 | | |
| 5 Income tax imposed in prior year | 5 | | |
| 6 Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions). | 6 | | |
| 7 <input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions). | | | |

SCHEDULE C
(Form 990 or 990-EZ)

Political Campaign and Lobbying Activities

OMB No. 1545-0047

2018

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

For Organizations Exempt From Income Tax Under section 501(c) and section 527

▶ **Complete if the organization is described below.** ▶ **Attach to Form 990 or Form 990-EZ.**
▶ **Go to www.irs.gov/Form990 for instructions and the latest information.**

If the organization answered "Yes," on Form 990, Part IV, line 3, or Form 990-EZ, Part V, line 46 (Political Campaign Activities), then

- Section 501(c)(3) organizations: Complete Parts I-A and B. Do not complete Part I-C.
- Section 501(c) (other than section 501(c)(3)) organizations: Complete Parts I-A and C below. Do not complete Part I-B.
- Section 527 organizations: Complete Part I-A only.

If the organization answered "Yes," on Form 990, Part IV, line 4, or Form 990-EZ, Part VI, line 47 (Lobbying Activities), then

- Section 501(c)(3) organizations that have filed Form 5768 (election under section 501(h)): Complete Part II-A. Do not complete Part II-B.
- Section 501(c)(3) organizations that have NOT filed Form 5768 (election under section 501(h)): Complete Part II-B. Do not complete Part II-A.

If the organization answered "Yes," on Form 990, Part IV, line 5 (Proxy Tax) (see separate instructions) or Form 990-EZ, Part V, line 35c (Proxy Tax) (see separate instructions), then

- Section 501(c)(4), (5), or (6) organizations: Complete Part III.

| | |
|--|--|
| Name of organization Plan International USA, Inc. | Employer identification number 13-5661832 |
|--|--|

Part I-A Complete if the organization is exempt under section 501(c) or is a section 527 organization.

- 1 Provide a description of the organization's direct and indirect political campaign activities in Part IV. (see instructions for definition of "political campaign activities")
- 2 Political campaign activity expenditures (see instructions) ▶ \$
- 3 Volunteer hours for political campaign activities (see instructions)

Part I-B Complete if the organization is exempt under section 501(c)(3).

- 1 Enter the amount of any excise tax incurred by the organization under section 4955 ▶ \$
- 2 Enter the amount of any excise tax incurred by organization managers under section 4955 ▶ \$
- 3 If the organization incurred a section 4955 tax, did it file Form 4720 for this year? Yes No
- 4a Was a correction made? Yes No
- b If "Yes," describe in Part IV.

Part I-C Complete if the organization is exempt under section 501(c), except section 501(c)(3).

- 1 Enter the amount directly expended by the filing organization for section 527 exempt function activities ▶ \$
- 2 Enter the amount of the filing organization's funds contributed to other organizations for section 527 exempt function activities ▶ \$
- 3 Total exempt function expenditures. Add lines 1 and 2. Enter here and on Form 1120-POL, line 17b ▶ \$
- 4 Did the filing organization file **Form 1120-POL** for this year? Yes No
- 5 Enter the names, addresses and employer identification number (EIN) of all section 527 political organizations to which the filing organization made payments. For each organization listed, enter the amount paid from the filing organization's funds. Also enter the amount of political contributions received that were promptly and directly delivered to a separate political organization, such as a separate segregated fund or a political action committee (PAC). If additional space is needed, provide information in Part IV.

| (a) Name | (b) Address | (c) EIN | (d) Amount paid from filing organization's funds. If none, enter -0-. | (e) Amount of political contributions received and promptly and directly delivered to a separate political organization. If none, enter -0-. |
|----------|-------------|---------|---|--|
| (1) | | | | |
| (2) | | | | |
| (3) | | | | |
| (4) | | | | |
| (5) | | | | |
| (6) | | | | |

Part II-A Complete if the organization is exempt under section 501(c)(3) and filed Form 5768 (election under section 501(h)).

- A** Check if the filing organization belongs to an affiliated group (and list in Part IV each affiliated group member's name, address, EIN, expenses, and share of excess lobbying expenditures).
- B** Check if the filing organization checked box A and "limited control" provisions apply.

| Limits on Lobbying Expenditures (The term "expenditures" means amounts paid or incurred.) | | (a) Filing organization's totals | (b) Affiliated group totals | | | | | | | | | | | | |
|---|---|---|--|--------------------|-------------------------------|---|--|---|--|--|---|-------------------|--------------|------------|--|
| 1a | Total lobbying expenditures to influence public opinion (grass roots lobbying) | 0. | | | | | | | | | | | | | |
| b | Total lobbying expenditures to influence a legislative body (direct lobbying) | 0. | | | | | | | | | | | | | |
| c | Total lobbying expenditures (add lines 1a and 1b) | 0. | | | | | | | | | | | | | |
| d | Other exempt purpose expenditures | 58,844,927. | | | | | | | | | | | | | |
| e | Total exempt purpose expenditures (add lines 1c and 1d) | 58,844,927. | | | | | | | | | | | | | |
| f | Lobbying nontaxable amount. Enter the amount from the following table in both columns. <table border="1" style="width: 100%; margin-top: 5px;"> <thead> <tr> <th style="text-align: left;">If the amount on line 1e, column (a) or (b) is:</th> <th style="text-align: left;">The lobbying nontaxable amount is:</th> </tr> </thead> <tbody> <tr> <td>Not over \$500,000</td> <td>20% of the amount on line 1e.</td> </tr> <tr> <td>Over \$500,000 but not over \$1,000,000</td> <td>\$100,000 plus 15% of the excess over \$500,000.</td> </tr> <tr> <td>Over \$1,000,000 but not over \$1,500,000</td> <td>\$175,000 plus 10% of the excess over \$1,000,000.</td> </tr> <tr> <td>Over \$1,500,000 but not over \$17,000,000</td> <td>\$225,000 plus 5% of the excess over \$1,500,000.</td> </tr> <tr> <td>Over \$17,000,000</td> <td>\$1,000,000.</td> </tr> </tbody> </table> | If the amount on line 1e, column (a) or (b) is: | The lobbying nontaxable amount is: | Not over \$500,000 | 20% of the amount on line 1e. | Over \$500,000 but not over \$1,000,000 | \$100,000 plus 15% of the excess over \$500,000. | Over \$1,000,000 but not over \$1,500,000 | \$175,000 plus 10% of the excess over \$1,000,000. | Over \$1,500,000 but not over \$17,000,000 | \$225,000 plus 5% of the excess over \$1,500,000. | Over \$17,000,000 | \$1,000,000. | 1,000,000. | |
| If the amount on line 1e, column (a) or (b) is: | The lobbying nontaxable amount is: | | | | | | | | | | | | | | |
| Not over \$500,000 | 20% of the amount on line 1e. | | | | | | | | | | | | | | |
| Over \$500,000 but not over \$1,000,000 | \$100,000 plus 15% of the excess over \$500,000. | | | | | | | | | | | | | | |
| Over \$1,000,000 but not over \$1,500,000 | \$175,000 plus 10% of the excess over \$1,000,000. | | | | | | | | | | | | | | |
| Over \$1,500,000 but not over \$17,000,000 | \$225,000 plus 5% of the excess over \$1,500,000. | | | | | | | | | | | | | | |
| Over \$17,000,000 | \$1,000,000. | | | | | | | | | | | | | | |
| g | Grassroots nontaxable amount (enter 25% of line 1f) | 250,000. | | | | | | | | | | | | | |
| h | Subtract line 1g from line 1a. If zero or less, enter -0- | 0. | | | | | | | | | | | | | |
| i | Subtract line 1f from line 1c. If zero or less, enter -0- | 0. | | | | | | | | | | | | | |
| j | If there is an amount other than zero on either line 1h or line 1i, did the organization file Form 4720 reporting section 4911 tax for this year? | | <input type="checkbox"/> Yes <input type="checkbox"/> No | | | | | | | | | | | | |

4-Year Averaging Period Under Section 501(h)
 (Some organizations that made a section 501(h) election do not have to complete all of the five columns below.
 See the separate instructions for lines 2a through 2f.)

| Lobbying Expenditures During 4-Year Averaging Period | | | | | |
|--|------------|------------|------------|------------|------------|
| Calendar year (or fiscal year beginning in) | (a) 2015 | (b) 2016 | (c) 2017 | (d) 2018 | (e) Total |
| 2a Lobbying nontaxable amount | 1,000,000. | 1,000,000. | 1,000,000. | 1,000,000. | 4,000,000. |
| b Lobbying ceiling amount (150% of line 2a, column (e)) | | | | | 6,000,000. |
| c Total lobbying expenditures | 0. | 0. | 0. | 0. | 0. |
| d Grassroots nontaxable amount | 250,000. | 250,000. | 250,000. | 250,000. | 1,000,000. |
| e Grassroots ceiling amount (150% of line 2d, column (e)) | | | | | 1,500,000. |
| f Grassroots lobbying expenditures | 0. | 0. | 0. | | 0. |

Part II-B Complete if the organization is exempt under section 501(c)(3) and has NOT filed Form 5768 (election under section 501(h)).

For each "Yes," response on lines 1a through 1i below, provide in Part IV a detailed description of the lobbying activity.

| | (a) | | (b) |
|---|-----|----|--------|
| | Yes | No | Amount |
| 1 During the year, did the filing organization attempt to influence foreign, national, state, or local legislation, including any attempt to influence public opinion on a legislative matter or referendum, through the use of: | | | |
| a Volunteers? | | | |
| b Paid staff or management (include compensation in expenses reported on lines 1c through 1i)? | | | |
| c Media advertisements? | | | |
| d Mailings to members, legislators, or the public? | | | |
| e Publications, or published or broadcast statements? | | | |
| f Grants to other organizations for lobbying purposes? | | | |
| g Direct contact with legislators, their staffs, government officials, or a legislative body? | | | |
| h Rallies, demonstrations, seminars, conventions, speeches, lectures, or any similar means? | | | |
| i Other activities? | | | |
| j Total. Add lines 1c through 1i | | | |
| 2a Did the activities in line 1 cause the organization to be not described in section 501(c)(3)? | | | |
| b If "Yes," enter the amount of any tax incurred under section 4912 | | | |
| c If "Yes," enter the amount of any tax incurred by organization managers under section 4912 | | | |
| d If the filing organization incurred a section 4912 tax, did it file Form 4720 for this year? | | | |

Part III-A Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6).

| | Yes | No |
|--|----------|----|
| 1 Were substantially all (90% or more) dues received nondeductible by members? | 1 | |
| 2 Did the organization make only in-house lobbying expenditures of \$2,000 or less? | 2 | |
| 3 Did the organization agree to carry over lobbying and political campaign activity expenditures from the prior year? | 3 | |

Part III-B Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6) and if either (a) BOTH Part III-A, lines 1 and 2, are answered "No," OR (b) Part III-A, line 3, is answered "Yes."

| | | |
|---|-----------|--|
| 1 Dues, assessments and similar amounts from members | 1 | |
| 2 Section 162(e) nondeductible lobbying and political expenditures (do not include amounts of political expenses for which the section 527(f) tax was paid). | | |
| a Current year | 2a | |
| b Carryover from last year | 2b | |
| c Total | 2c | |
| 3 Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues | 3 | |
| 4 If notices were sent and the amount on line 2c exceeds the amount on line 3, what portion of the excess does the organization agree to carryover to the reasonable estimate of nondeductible lobbying and political expenditure next year? | 4 | |
| 5 Taxable amount of lobbying and political expenditures (see instructions) | 5 | |

Part IV Supplemental Information

Provide the descriptions required for Part I-A, line 1; Part I-B, line 4; Part I-C, line 5; Part II-A (affiliated group list); Part II-A, lines 1 and 2 (see instructions); and Part II-B, line 1. Also, complete this part for any additional information.

SCHEDULE D (Form 990)

Department of the Treasury Internal Revenue Service

Supplemental Financial Statements

Complete if the organization answered "Yes" on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b. Attach to Form 990.

Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2018

Open to Public Inspection

Name of the organization: Plan International USA, Inc. Employer identification number: 13-5661832

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.

Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

Table with 2 columns: (a) Donor advised funds, (b) Funds and other accounts. Rows 1-4 for values, 5-6 for Yes/No questions.

Part II Conservation Easements.

Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

Form with multiple rows for questions 1-9 regarding conservation easements, including checkboxes and a table for line 2.

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.

Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

Form with rows for questions 1a, 1b, 2, 2a, 2b regarding art and historical treasures, including dollar amounts.

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

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

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

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

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

Part IV Escrow and Custodial Arrangements.

Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? **Yes** **No**

b If "Yes," explain the arrangement in Part XIII and complete the following table:

| | Amount |
|---|--------|
| 1c Beginning balance | |
| 1d Additions during the year | |
| 1e Distributions during the year | |
| 1f Ending balance | |

2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? **Yes** **No**

b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided on Part XIII

Part V Endowment Funds.

Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

| | (a) Current year | (b) Prior year | (c) Two years back | (d) Three years back | (e) Four years back |
|---|------------------|----------------|--------------------|----------------------|---------------------|
| 1a Beginning of year balance | 13,535,993. | 13,555,395. | 13,181,263. | 14,054,906. | 14,434,136. |
| b Contributions | 14,010. | 99,093. | 58,982. | 110,907. | 70,771. |
| c Net investment earnings, gains, and losses | 1,089,319. | 714,655. | 1,164,354. | 167,019. | 263,399. |
| d Grants or scholarships | | | | | |
| e Other expenditures for facilities and programs | 581,733. | 833,150. | 849,204. | 1,151,569. | 713,400. |
| f Administrative expenses | | | | | |
| g End of year balance | 14,057,589. | 13,535,993. | 13,555,395. | 13,181,263. | 14,054,906. |

2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:

- a** Board designated or quasi-endowment ▶ 13. %
- b** Permanent endowment ▶ 66. %
- c** Temporarily restricted endowment ▶ 21. %

The percentages on lines 2a, 2b, and 2c should equal 100%.

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

| | Yes | No |
|---|--------------------------|--------------------------|
| (i) unrelated organizations | <input type="checkbox"/> | X |
| (ii) related organizations | <input type="checkbox"/> | X |
| b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R? | <input type="checkbox"/> | <input type="checkbox"/> |

4 Describe in Part XIII the intended uses of the organization's endowment funds.

Part VI Land, Buildings, and Equipment.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

| Description of property | (a) Cost or other basis (investment) | (b) Cost or other basis (other) | (c) Accumulated depreciation | (d) Book value |
|---------------------------------|--------------------------------------|---------------------------------|------------------------------|----------------|
| 1a Land | 184,588. | | | 184,588. |
| b Buildings | 2,503,303. | | 2,214,010. | 289,293. |
| c Leasehold improvements | 703,609. | | 649,084. | 54,525. |
| d Equipment | 2,555,675. | | 1,930,206. | 625,469. |
| e Other | | | | |

Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.) ▶ 1,153,875.

Part VII Investments—Other Securities.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

| (a) Description of security or category (including name of security) | (b) Book value | (c) Method of valuation: Cost or end-of-year market value |
|---|----------------|--|
| (1) Financial derivatives | | |
| (2) Closely-held equity interests | | |
| (3) Other _____ | | |
| (A) _____ | | |
| (B) _____ | | |
| (C) _____ | | |
| (D) _____ | | |
| (E) _____ | | |
| (F) _____ | | |
| (G) _____ | | |
| (H) _____ | | |
| Total. (Column (b) must equal Form 990, Part X, col. (B) line 12.) ► | | |

Part VIII Investments—Program Related.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

| (a) Description of investment | (b) Book value | (c) Method of valuation: Cost or end-of-year market value |
|---|----------------|--|
| (1) | | |
| (2) | | |
| (3) | | |
| (4) | | |
| (5) | | |
| (6) | | |
| (7) | | |
| (8) | | |
| (9) | | |
| Total. (Column (b) must equal Form 990, Part X, col. (B) line 13.) ► | | |

Part IX Other Assets.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

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

Part X Other Liabilities.

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

| 1. (a) Description of liability | (b) Book value | |
|---|----------------|--|
| (1) Federal income taxes | | |
| (2) Due to Plan International, Inc. | 7,273,993. | |
| (3) | | |
| (4) | | |
| (5) | | |
| (6) | | |
| (7) | | |
| (8) | | |
| (9) | | |
| Total. (Column (b) must equal Form 990, Part X, col. (B) line 25.) ► | 7,273,993. | |

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48 (ASC 740). Check here if the text of the footnote has been provided in Part XIII

Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return.

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

| | | | |
|----------|--|-----------|-------------|
| 1 | Total revenue, gains, and other support per audited financial statements | 1 | 68,002,810. |
| 2 | Amounts included on line 1 but not on Form 990, Part VIII, line 12: | | |
| a | Net unrealized gains (losses) on investments | 2a | |
| b | Donated services and use of facilities | 2b | 1,297,800. |
| c | Recoveries of prior year grants | 2c | |
| d | Other (Describe in Part XIII.) | 2d | 10,577. |
| e | Add lines 2a through 2d | 2e | 1,308,377. |
| 3 | Subtract line 2e from line 1 | 3 | 66,694,433. |
| 4 | Amounts included on Form 990, Part VIII, line 12, but not on line 1: | | |
| a | Investment expenses not included on Form 990, Part VIII, line 7b | 4a | 33,376. |
| b | Other (Describe in Part XIII.) | 4b | |
| c | Add lines 4a and 4b | 4c | 33,376. |
| 5 | Total revenue. Add lines 3 and 4c . (This must equal Form 990, Part I, line 12.) | 5 | 66,727,809. |

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

| | | | |
|----------|---|-----------|-------------|
| 1 | Total expenses and losses per audited financial statements | 1 | 66,030,748. |
| 2 | Amounts included on line 1 but not on Form 990, Part IX, line 25: | | |
| a | Donated services and use of facilities | 2a | 1,297,800. |
| b | Prior year adjustments | 2b | |
| c | Other losses | 2c | |
| d | Other (Describe in Part XIII.) | 2d | 10,577. |
| e | Add lines 2a through 2d | 2e | 1,308,377. |
| 3 | Subtract line 2e from line 1 | 3 | 64,722,371. |
| 4 | Amounts included on Form 990, Part IX, line 25, but not on line 1: | | |
| a | Investment expenses not included on Form 990, Part VIII, line 7b | 4a | 33,376. |
| b | Other (Describe in Part XIII.) | 4b | |
| c | Add lines 4a and 4b | 4c | 33,376. |
| 5 | Total expenses. Add lines 3 and 4c . (This must equal Form 990, Part I, line 18.) | 5 | 64,755,747. |

Part XIII Supplemental Information.

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

Pt V, Line 4: The intended use of the Endowment Fund is to maintain

Pt V, Line 4: the purchasing power of the assets through long-term

Pt V, Line 4: returns which provide for both (a) future growth of the

Pt V, Line 4: endowment and (b) current income that can be used to

Pt V, Line 4: support Plan's activities.

Pt XI, Line 2d: This amount represents the amount of direct expenses

Pt XI, Line 2d: incurred on Fundraising Events of \$10,577.

Pt XII, Line 2d: Amount represents direct expenses incurred on Fundraising Events.

Part XIII Supplemental Information (continued)

Other: Additional information relating to Part XI, line 2b and Part XII, line 2a: Plan's outreach includes partnerships developed to increase awareness of global poverty. One such campaign that began late in Fy18 and continued into Fy19 was Plan International USA and Plan's Latin American offices which partnered with Viacom International, more specifically with the Comedy Central brand. The initiative is aimed at addressing gender inequalities throughout Latin America. The activity was broadcast on Comedy Central Platforms (on air, digital, off air) beginning in June 2018 and into the first half of Plan's fiscal year ended June 30, 2019. The campaign was conducted in Spanish, reaching 27.9+ million households in 24 countries, including 11 Plan markets. The Plan markets include Bolivia, Colombia, Dominican Republic, Ecuador, El Salvador, Guatemala, Haiti, Honduras, Panama, Peru, and Paraguay. The revenue and expense amounts reported as reconciling items in Part XI and XII, respectively, represent amounts included in the audited financial statements for US Generally Accepted Accounting Principles but excluded for the purposes of the Form 990 in accordance with the IRS instructions.

**SCHEDULE F
(Form 990)**

Statement of Activities Outside the United States

OMB No. 1545-0047

2018

Open to Public Inspection

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

▶ **Go to www.irs.gov/Form990 for instructions and the latest information.**

Department of the Treasury
Internal Revenue Service

Name of the organization

Plan International USA, Inc.

Employer identification number

13-5661832

Part I General Information on Activities Outside the United States. Complete if the organization answered "Yes" on Form 990, Part IV, line 14b.

1 For grantmakers. Does the organization maintain records to substantiate the amount of its grants and other assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? **Yes** **No**

2 For grantmakers. Describe in Part V the organization's procedures for monitoring the use of its grants and other assistance outside the United States.

3 Activities per Region. (The following Part I, line 3 table can be duplicated if additional space is needed.)

| (a) Region | (b) Number of offices in the region | (c) Number of employees, agents, and independent contractors in the region | (d) Activities conducted in the region (by type) (such as, fundraising, program services, investments, grants to recipients located in the region) | (e) If activity listed in (d) is a program service, describe specific type of service(s) in the region | (f) Total expenditures for and investments in the region |
|---|-------------------------------------|--|--|--|--|
| (1) Sub-Saharan Africa | 0 | 0 | Grants | N/A | 234,624. |
| (2) South Asia | 0 | 0 | Grants | N/A | 75,855. |
| (3) South America | 0 | 0 | Grants | N/A | 70,740. |
| (4) South Asia | 0 | 0 | Grants | N/A | 66,189. |
| (5) Europe | 0 | 0 | Grants | N/A | 46,649. |
| (6) Sub-Saharan Africa | 0 | 0 | Grants | N/A | 25,069. |
| (7) Sub-Saharan Africa | 0 | 0 | Grants | N/A | 21,287. |
| (8) Sub-Saharan Africa | 0 | 0 | Grants | N/A | 20,198. |
| (9) Sub-Saharan Africa | 0 | 0 | Grants | N/A | 15,741. |
| (10) South America | 0 | 0 | Grants | N/A | 7,093. |
| (11) | | | | | |
| (12) | | | | | |
| (13) | | | | | |
| (14) | | | | | |
| (15) | | | | | |
| (16) | | | | | |
| (17) | | | | | |
| 3a Subtotal | 0 | 0 | | | 583,445. |
| b Total from continuation sheets to Part I | | | | | |
| c Totals (add lines 3a and 3b) | 0 | 0 | | | 583,445. |

Part II Grants and Other Assistance to Organizations or Entities Outside the United States. Complete if the organization answered "Yes" on Form 990, Part IV, line 15, for any recipient who received more than \$5,000. Part II can be duplicated if additional space is needed.

| 1 | (a) Name of organization | (b) IRS code section and EIN (if applicable) | (c) Region | (d) Purpose of grant | (e) Amount of cash grant | (f) Manner of cash disbursement | (g) Amount of noncash assistance | (h) Description of noncash assistance | (i) Method of valuation (book, FMV, appraisal, other) |
|------|--------------------------|--|--------------------|----------------------|--------------------------|---------------------------------|----------------------------------|---------------------------------------|---|
| (1) | | | Sub-Saharan Africa | Orphans/Vuln childrn | 234,624. | Wire Transfer | | | |
| (2) | | | South Asia | SustDevelopmentGoals | 75,855. | Wire Transfer | | | |
| (3) | | | South America | SustDevelopmentGoals | 70,740. | Wire Transfer | | | |
| (4) | | | South Asia | SustDevelopmentGoals | 66,189. | Wire Transfer | | | |
| (5) | | | Europe | Malnutrition | 46,649. | Wire Transfer | | | |
| (6) | | | Sub-Saharan Africa | SustDevelopmentGoals | 25,069. | Wire Transfer | | | |
| (7) | | | Sub-Saharan Africa | SustDevelopmentGoals | 21,287. | Wire Transfer | | | |
| (8) | | | Sub-Saharan Africa | SustDevelopmentGoals | 20,198. | Wire Transfer | | | |
| (9) | | | Sub-Saharan Africa | SustDevelopmentGoals | 15,741. | Inter-office invoice | | | |
| (10) | | | South America | SustDevelopmentGoals | 7,093. | Wire Transfer | | | |
| (11) | | | | | | | | | |
| (12) | | | | | | | | | |
| (13) | | | | | | | | | |
| (14) | | | | | | | | | |
| (15) | | | | | | | | | |
| (16) | | | | | | | | | |

2 Enter total number of recipient organizations listed above that are recognized as charities by the foreign country, recognized as tax-exempt by the IRS, or for which the grantee or counsel has provided a section 501(c)(3) equivalency letter **1.0**

3 Enter total number of other organizations or entities **0**

Part III Grants and Other Assistance to Individuals Outside the United States. Complete if the organization answered "Yes" on Form 990, Part IV, line 16. Part III can be duplicated if additional space is needed.

| (a) Type of grant or assistance | (b) Region | (c) Number of recipients | (d) Amount of cash grant | (e) Manner of cash disbursement | (f) Amount of noncash assistance | (g) Description of noncash assistance | (h) Method of valuation (book, FMV, appraisal, other) |
|---------------------------------|------------|--------------------------|--------------------------|---------------------------------|----------------------------------|---------------------------------------|---|
| (1) | | | | | | | |
| (2) | | | | | | | |
| (3) | | | | | | | |
| (4) | | | | | | | |
| (5) | | | | | | | |
| (6) | | | | | | | |
| (7) | | | | | | | |
| (8) | | | | | | | |
| (9) | | | | | | | |
| (10) | | | | | | | |
| (11) | | | | | | | |
| (12) | | | | | | | |
| (13) | | | | | | | |
| (14) | | | | | | | |
| (15) | | | | | | | |
| (16) | | | | | | | |
| (17) | | | | | | | |
| (18) | | | | | | | |

Part IV Foreign Forms

- 1** Was the organization a U.S. transferor of property to a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 926, Return by a U.S. Transferor of Property to a Foreign Corporation (see Instructions for Form 926)* **Yes** **No**
- 2** Did the organization have an interest in a foreign trust during the tax year? *If "Yes," the organization may be required to separately file Form 3520, Annual Return To Report Transactions With Foreign Trusts and Receipt of Certain Foreign Gifts, and/or Form 3520-A, Annual Information Return of Foreign Trust With a U.S. Owner (see Instructions for Forms 3520 and 3520-A; don't file with Form 990)* **Yes** **No**
- 3** Did the organization have an ownership interest in a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 5471, Information Return of U.S. Persons With Respect To Certain Foreign Corporations (see Instructions for Form 5471)* **Yes** **No**
- 4** Was the organization a direct or indirect shareholder of a passive foreign investment company or a qualified electing fund during the tax year? *If "Yes," the organization may be required to file Form 8621, Information Return by a Shareholder of a Passive Foreign Investment Company or Qualified Electing Fund (see Instructions for Form 8621)* **Yes** **No**
- 5** Did the organization have an ownership interest in a foreign partnership during the tax year? *If "Yes," the organization may be required to file Form 8865, Return of U.S. Persons With Respect to Certain Foreign Partnerships (see Instructions for Form 8865)* **Yes** **No**
- 6** Did the organization have any operations in or related to any boycotting countries during the tax year? *If "Yes," the organization may be required to separately file Form 5713, International Boycott Report (see Instructions for Form 5713; don't file with Form 990)* **Yes** **No**

Part V Supplemental Information

Provide the information required by Part I, line 2 (monitoring of funds); Part I, line 3, column (f) (accounting method; amounts of investments vs. expenditures per region); Part II, line 1 (accounting method); Part III (accounting method); and Part III, column (c) (estimated number of recipients), as applicable. Also complete this part to provide any additional information. See instructions.

Pt I Line 2: Details are provided below regarding the monitoring of grants and other assistance.

Pt I Line 3 Col (F): The grant listed as item (1) under Part I, Line 3 is with Plan's partner on a project being conducted in Kenya where the primary role of the grantee organization is to provide technical leadership in the area of mentoring mothers. The Kenya office of the grantee and its project staff work with Plan's Chief of Party ("CoP") and project team to plan and integrate their activities into project work plans. Activities are then jointly implemented by the grantee along with other Plan program staff. They submit monthly financial and quarterly accrual reports to Plan. Quarterly program reports are shared with the CoP, as are work plans, once they are agreed and finalized in-country. These documents are also tracked and reviewed by Plan.

The grant listed as item (5) under Part I, Line 3 is with Plan's partner on a USAID funded project relating to a study on long term health consequences of acute malnutrition in Ethiopia. Plan monitors this activity through communications with the partner as well as the review of financial and programmatic reports required in the scope of the subgrant agreement with the partner.

Pt I Line 3 Col (F): The grants listed as items 2, 3, 4, 6, 7, 8, 9 & 10 under Part I, Line 3 relate to Plan's work on a project focused on the Sustainable Development Goals with partner organization in 7 countries. Plan monitors the progress of the grantees through review of periodic financial and program performance reports as well as via field visits and recurring communications with the project teams at the partner organizations.

Part V Supplemental Information

Provide the information required by Part I, line 2 (monitoring of funds); Part I, line 3, column (f) (accounting method; amounts of investments vs. expenditures per region); Part II, line 1 (accounting method); Part III (accounting method); and Part III, column (c) (estimated number of recipients), as applicable. Also complete this part to provide any additional information. See instructions.

Pt II, Line 1: The amounts listed on Part II, Line 1, represent funds transferred to various organizations for specific activities and are reported under the accrual method of accounting.

Other: Plan International USA, Inc. is the United States member of Plan International, Inc. ("PII"). PII is exempt under 501(c)(3) of the Internal Revenue Code. Plan International USA implements the vast majority of its international program activities through PII. See Schedule I for more information.

**SCHEDULE G
(Form 990 or 990-EZ)**

Supplemental Information Regarding Fundraising or Gaming Activities

OMB No. 1545-0047

Complete if the organization answered "Yes" on Form 990, Part IV, line 17, 18, or 19, or if the organization entered more than \$15,000 on Form 990-EZ, line 6a.

▶ Attach to Form 990 or Form 990-EZ.

▶ Go to www.irs.gov/Form990 for instructions and the latest information.

2018

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

Name of the organization

Plan International USA, Inc.

Employer identification number

13-5661832

Part I Fundraising Activities. Complete if the organization answered "Yes" on Form 990, Part IV, line 17. Form 990-EZ filers are not required to complete this part.

- 1** Indicate whether the organization raised funds through any of the following activities. Check all that apply.
- a** Mail solicitations
 - b** Internet and email solicitations
 - c** Phone solicitations
 - d** In-person solicitations
 - e** Solicitation of non-government grants
 - f** Solicitation of government grants
 - g** Special fundraising events
- 2a** Did the organization have a written or oral agreement with any individual (including officers, directors, trustees, or key employees listed in Form 990, Part VII) or entity in connection with professional fundraising services? **Yes** **No**
- b** If "Yes," list the 10 highest paid individuals or entities (fundraisers) pursuant to agreements under which the fundraiser is to be compensated at least \$5,000 by the organization.

| (i) Name and address of individual or entity (fundraiser) | (ii) Activity | (iii) Did fundraiser have custody or control of contributions? | | (iv) Gross receipts from activity | (v) Amount paid to (or retained by) fundraiser listed in col. (i) | (vi) Amount paid to (or retained by) organization |
|---|------------------------|--|----|-----------------------------------|---|---|
| | | Yes | No | | | |
| 1 Public Outreach Fundraising 1003-207 West Hastings St. Vancouver, BC | In-person solicitation | | X | 528,621. | 1,028,384. | -499,763. |
| 2 Tribal Vision 2346 Post Road, Suite 200 Warwick, RI 02886 | PR Counsel-website | | X | 0. | 58,968. | -58,968. |
| 3 Cause Wired Co., LLC PO Box 356 Bronxville, NY 10708 | PR Counsel-Campaign | | X | 0. | 21,000. | -21,000. |
| 4 GiveBridge 525 Western Monroe St., Ste 900 Chicago, IL 60661 | In-person solicitation | | X | 983,651. | 2,054,370. | -1,070,719. |
| 5 | | | | | | |
| 6 | | | | | | |
| 7 | | | | | | |
| 8 | | | | | | |
| 9 | | | | | | |
| 10 | | | | | | |
| Total | | | | 1,512,272. | 3,162,722. | -1,650,450. |

- 3** List all states in which the organization is registered or licensed to solicit contributions or has been notified it is exempt from registration or licensing.

AL AK AZ AR CA CO CT DE DC FL GA HI IL IN IA KS KY LA ME MD MA MI MN MS MO MT NE NV NH NJ NM NY NC ND OH OK OR PA RI SC SD TN TX UT VT VA WA WV WI WY

Part II Fundraising Events. Complete if the organization answered "Yes" on Form 990, Part IV, line 18, or reported more than \$15,000 of fundraising event contributions and gross income on Form 990-EZ, lines 1 and 6b. List events with gross receipts greater than \$5,000.

| | | (a) Event #1 | (b) Event #2 | (c) Other events | (d) Total events |
|--|---|---------------------------------|------------------------------------|------------------|---------------------------------|
| | | Day of the Girl (event type) | Leadership Council (event type) | (total number) | (add col. (a) through col. (c)) |
| Revenue | 1 Gross receipts | 21,990. | 6,410. | | 28,400. |
| | 2 Less: Contributions | 18,465. | 4,940. | | 23,405. |
| | 3 Gross income (line 1 minus line 2) | 3,525. | 1,470. | | 4,995. |
| Direct Expenses | 4 Cash prizes | | | | |
| | 5 Noncash prizes | | | | |
| | 6 Rent/facility costs | 889. | | | 889. |
| | 7 Food and beverages | | 2,059. | | 2,059. |
| | 8 Entertainment | | | | |
| | 9 Other direct expenses | 7,629. | | | 7,629. |
| | 10 Direct expense summary. Add lines 4 through 9 in column (d) ▶ | | | | 10,577. |
| 11 Net income summary. Subtract line 10 from line 3, column (d) ▶ | | | | -5,582. | |

Part III Gaming. Complete if the organization answered "Yes" on Form 990, Part IV, line 19, or reported more than \$15,000 on Form 990-EZ, line 6a.

| | | (a) Bingo | (b) Pull tabs/instant bingo/progressive bingo | (c) Other gaming | (d) Total gaming (add col. (a) through col. (c)) |
|---|---|---|---|------------------|--|
| | | 1 Gross revenue | | | |
| Direct Expenses | 2 Cash prizes | | | | |
| | 3 Noncash prizes | | | | |
| | 4 Rent/facility costs | | | | |
| | 5 Other direct expenses | | | | |
| 6 Volunteer labor | <input type="checkbox"/> Yes _____ % <input type="checkbox"/> No | <input type="checkbox"/> Yes _____ % <input type="checkbox"/> No | <input type="checkbox"/> Yes _____ % <input type="checkbox"/> No | | |
| 7 Direct expense summary. Add lines 2 through 5 in column (d) ▶ | | | | | |
| 8 Net gaming income summary. Subtract line 7 from line 1, column (d) ▶ | | | | | |

9 Enter the state(s) in which the organization conducts gaming activities: _____

a Is the organization licensed to conduct gaming activities in each of these states? Yes No

b If "No," explain: _____

10a Were any of the organization's gaming licenses revoked, suspended, or terminated during the tax year? Yes No

b If "Yes," explain: _____

- 11 Does the organization conduct gaming activities with nonmembers? Yes No
- 12 Is the organization a grantor, beneficiary or trustee of a trust, or a member of a partnership or other entity formed to administer charitable gaming? Yes No
- 13 Indicate the percentage of gaming activity conducted in:

| | | |
|-------------------------------|------------|---|
| a The organization's facility | 13a | % |
| b An outside facility | 13b | % |

14 Enter the name and address of the person who prepares the organization's gaming/special events books and records:

Name ▶ _____

Address ▶ _____

- 15a Does the organization have a contract with a third party from whom the organization receives gaming revenue? Yes No
- b If "Yes," enter the amount of gaming revenue received by the organization ▶ \$ _____ and the amount of gaming revenue retained by the third party ▶ \$ _____
- c If "Yes," enter name and address of the third party:

Name ▶ _____

Address ▶ _____

16 Gaming manager information:

Name ▶ _____

Gaming manager compensation ▶ \$ _____

Description of services provided ▶ _____

Director/officer Employee Independent contractor

17 Mandatory distributions:

- a Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license? Yes No
- b Enter the amount of distributions required under state law to be distributed to other exempt organizations or spent in the organization's own exempt activities during the tax year ▶ \$ _____

Part IV Supplemental Information. Provide the explanations required by Part I, line 2b, columns (iii) and (v); and Part III, lines 9, 9b, 10b, 15b, 15c, 16, and 17b, as applicable. Also provide any additional information. See instructions.

Line 2b col(v): The information for Public Outreach is representative of the results during the fiscal year ended June 30, 2019. The activities are undertaken primarily to generate monthly-giving donors as opposed to soliciting one-time gifts. Although the gross receipts do include some one-time gifts, the focus of the fundraising efforts is on child and project sponsors who enroll in a long-term voluntary giving program. As a result, it is not unusual to have relatively small amounts of revenue within the same fiscal year as the campaigns are conducted. Instead, the intention is to recover the costs over a longer period of time during which the retained donors make continuing contributions. During the fiscal year ended June 30, 2019, the campaigns with Public Outreach generated approx. 3,400 new donors of which approx. 89% enrolled in monthly giving programs.

- 11 Does the organization conduct gaming activities with nonmembers? Yes No
- 12 Is the organization a grantor, beneficiary or trustee of a trust, or a member of a partnership or other entity formed to administer charitable gaming? Yes No
- 13 Indicate the percentage of gaming activity conducted in:

| | | |
|-------------------------------|------------|---|
| a The organization's facility | 13a | % |
| b An outside facility | 13b | % |

14 Enter the name and address of the person who prepares the organization's gaming/special events books and records:

Name ▶ _____

Address ▶ _____

- 15a Does the organization have a contract with a third party from whom the organization receives gaming revenue? Yes No
- b If "Yes," enter the amount of gaming revenue received by the organization ▶ \$ _____ and the amount of gaming revenue retained by the third party ▶ \$ _____
- c If "Yes," enter name and address of the third party:

Name ▶ _____

Address ▶ _____

16 Gaming manager information:

Name ▶ _____

Gaming manager compensation ▶ \$ _____

Description of services provided ▶ _____

Director/officer Employee Independent contractor

- 17 Mandatory distributions:
 - a Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license? Yes No
 - b Enter the amount of distributions required under state law to be distributed to other exempt organizations or spent in the organization's own exempt activities during the tax year ▶ \$ _____

Part IV Supplemental Information. Provide the explanations required by Part I, line 2b, columns (iii) and (v); and Part III, lines 9, 9b, 10b, 15b, 15c, 16, and 17b, as applicable. Also provide any additional information. See instructions.

Line 2b col(v): The information relating to activity with GiveBridge is similar to above with similar goals and objectives around obtaining monthly-giving donors. During the fiscal year ended June 30, 2019, the campaign with GiveBridge generated approx. 6,800 new gifts of which approx. 88% enrolled in monthly-giving programs.

Line 2b col(v): The information relating to activity with Tribal Vision and Cause Wired Co., LLC is different than the other two firms noted on Schedule G because Tribal Vision and Cause Wired Co., LLC are known as fundraising counsel whereas the others are soliciting contributions. Fundraising counsel are generally defined as any person/organization who (for compensation) plans, manages, advises or assists a charitable organization with the solicitation of contributions which the charitable organization conducts. Fundraising counsel do not directly solicit

- 11 Does the organization conduct gaming activities with nonmembers? Yes No
- 12 Is the organization a grantor, beneficiary or trustee of a trust, or a member of a partnership or other entity formed to administer charitable gaming? Yes No
- 13 Indicate the percentage of gaming activity conducted in:

| | | |
|-------------------------------|------------|---|
| a The organization's facility | 13a | % |
| b An outside facility | 13b | % |

14 Enter the name and address of the person who prepares the organization's gaming/special events books and records:

Name ▶ _____

Address ▶ _____

- 15a Does the organization have a contract with a third party from whom the organization receives gaming revenue? Yes No
- b If "Yes," enter the amount of gaming revenue received by the organization ▶ \$ _____ and the amount of gaming revenue retained by the third party ▶ \$ _____
- c If "Yes," enter name and address of the third party:

Name ▶ _____

Address ▶ _____

16 Gaming manager information:

Name ▶ _____

Gaming manager compensation ▶ \$ _____

Description of services provided ▶ _____

Director/officer Employee Independent contractor

- 17 Mandatory distributions:
 - a Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license? Yes No
 - b Enter the amount of distributions required under state law to be distributed to other exempt organizations or spent in the organization's own exempt activities during the tax year ▶ \$ _____

Part IV Supplemental Information. Provide the explanations required by Part I, line 2b, columns (iii) and (v); and Part III, lines 9, 9b, 10b, 15b, 15c, 16, and 17b, as applicable. Also provide any additional information. See instructions.

contributions from individuals. As such, while the services described below may fall within the broad scope of work done by a "fundraising professional," there are no fundraising revenue figures directly attributed to these consultants because they do not actually solicit or collect revenue for the organization through fundraising campaigns.

Line 2b col(v): During fiscal year ended June 30, 2019, Tribal Vision provided Plan International USA with general digital content marketing and strategy consultation. Tribal Vision analyzed and executed social media and display advertising and provided the organization with recommendations on how to optimize digital advertising.

Line 2b col(v): During fiscal year ended June 30, 2019, Cause Wired Co., LLC

- 11** Does the organization conduct gaming activities with nonmembers? Yes No
- 12** Is the organization a grantor, beneficiary or trustee of a trust, or a member of a partnership or other entity formed to administer charitable gaming? Yes No
- 13** Indicate the percentage of gaming activity conducted in:

| | | |
|--------------------------------------|------------|---|
| a The organization's facility | 13a | % |
| b An outside facility | 13b | % |

14 Enter the name and address of the person who prepares the organization's gaming/special events books and records:

Name ▶

Address ▶

- 15a** Does the organization have a contract with a third party from whom the organization receives gaming revenue? Yes No
- b** If "Yes," enter the amount of gaming revenue received by the organization ▶ \$ and the amount of gaming revenue retained by the third party ▶ \$
- c** If "Yes," enter name and address of the third party:

Name ▶

Address ▶

16 Gaming manager information:

Name ▶

Gaming manager compensation ▶ \$

Description of services provided ▶

- Director/officer
- Employee
- Independent contractor

17 Mandatory distributions:

- a** Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license? Yes No
- b** Enter the amount of distributions required under state law to be distributed to other exempt organizations or spent in the organization's own exempt activities during the tax year ▶ \$

Part IV **Supplemental Information.** Provide the explanations required by Part I, line 2b, columns (iii) and (v); and Part III, lines 9, 9b, 10b, 15b, 15c, 16, and 17b, as applicable. Also provide any additional information. See instructions.

provided Plan International USA with assistance in the development of a Case for Support as part of the planning for a multiple year fundraising campaign.

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**SCHEDULE I
(Form 990)**

Department of the Treasury
Internal Revenue Service

**Grants and Other Assistance to Organizations,
Governments, and Individuals in the United States**

Complete if the organization answered "Yes" on Form 990, Part IV, line 21 or 22.

▶ Attach to Form 990.

▶ Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2018

**Open to Public
Inspection**

Name of the organization

Plan International USA, Inc.

Employer identification number

13-5661832

Part I General Information on Grants and Assistance

- 1** Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? Yes No
- 2** Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States.

Part II Grants and Other Assistance to Domestic Organizations and Domestic Governments. Complete if the organization answered "Yes" on Form 990, Part IV, line 21, for any recipient that received more than \$5,000. Part II can be duplicated if additional space is needed.

| (1) Name and address of organization or government | (b) EIN | (c) IRC section (if applicable) | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
|--|------------|---------------------------------|--------------------------|-----------------------------------|---|--|------------------------------------|
| (1) Plan International, Inc., 300 East 47th St., 10th Floor New York NY 10017 | 51-0169168 | 501 (c) (3) | 36,859,408. | 0. | N/A | N/A | Prog. Support |
| (2) School to School Internat., 1005 Terra Nova Blvd., Ste 1, Pacifica CA 94044 | 02-0600889 | 501 (c) (3) | 291,709. | 0. | N/A | N/A | Reading matrls |
| (3) Results for Development Inst., Inc 1100 15th St. NW Washington DC 20005 | 20-8530747 | | 107,878. | 0. | N/A | N/A | HIV response consulting |
| (4) Internews Network 867 7th Street Arcata CA 95521 | 94-3027961 | | 78,954. | 0. | N/A | N/A | Train communities re: HIV |
| (5) | | | | | | | |
| (6) | | | | | | | |
| (7) | | | | | | | |
| (8) | | | | | | | |
| (9) | | | | | | | |
| (10) | | | | | | | |
| (11) | | | | | | | |
| (12) | | | | | | | |

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

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

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

REV 11/06/18 PRO

BAA

Schedule I (Form 990) (2018)

Part III Grants and Other Assistance to Domestic Individuals. Complete if the organization answered "Yes" on Form 990, Part IV, line 22. Part III can be duplicated if additional space is needed.

| | (a) Type of grant or assistance | (b) Number of recipients | (c) Amount of cash grant | (d) Amount of non-cash assistance | (e) Method of valuation (book, FMV, appraisal, other) | (f) Description of non-cash assistance |
|---|---------------------------------|--------------------------|--------------------------|-----------------------------------|---|--|
| 1 | | | | | | |
| 2 | | | | | | |
| 3 | | | | | | |
| 4 | | | | | | |
| 5 | | | | | | |
| 6 | | | | | | |
| 7 | | | | | | |

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

Pt I Line 2: Plan International USA, Inc. is the United States member organization of

Pt I Line 2: Plan International, Inc. ("PII"). Plan International USA implements the vast

Pt I Line 2: majority of its international activities through PII and the \$36,859,408

Pt I Line 2: represents the program support funding transferred or accrued to PII during the year

Pt I Line 2: ended June 30, 2019 for community development projects focusing on children

Pt I Line 2: in over 50 developing countries around the world.

Pt I Line 2: Plan International USA monitors funds transferred to PII regularly throughout

Pt I Line 2: each fiscal year. Plan International USA staff are involved in the planning,

Pt I Line 2: design, and implementation of programs that are currently administered through

Part III Grants and Other Assistance to Domestic Individuals. Complete if the organization answered "Yes" on Form 990, Part IV, line 22. Part III can be duplicated if additional space is needed.

| | (a) Type of grant or assistance | (b) Number of recipients | (c) Amount of cash grant | (d) Amount of non-cash assistance | (e) Method of valuation (book, FMV, appraisal, other) | (f) Description of non-cash assistance |
|---|---------------------------------|--------------------------|--------------------------|-----------------------------------|---|--|
| 1 | | | | | | |
| 2 | | | | | | |
| 3 | | | | | | |
| 4 | | | | | | |
| 5 | | | | | | |
| 6 | | | | | | |
| 7 | | | | | | |

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

Pt I Line 2: PII and work directly with staff of PII in these matters. Some of the

Pt I Line 2: specific activities include:

Pt I Line 2: 1. Plan International USA has access to and regularly reviews the global

Pt I Line 2: organization's intranet site which includes significant amounts of data on

Pt I Line 2: the program activities being conducted throughout all of the program locations.

Pt I Line 2: 2. Plan International USA has regular access to the financial reporting

Pt I Line 2: which allows for the monitoring of programs on a budget vs. actual basis as

Pt I Line 2: well as providing some detail on the types of spending that are conducted in

Part III Grants and Other Assistance to Domestic Individuals. Complete if the organization answered "Yes" on Form 990, Part IV, line 22. Part III can be duplicated if additional space is needed.

| | (a) Type of grant or assistance | (b) Number of recipients | (c) Amount of cash grant | (d) Amount of noncash assistance | (e) Method of valuation (book, FMV, appraisal, other) | (f) Description of noncash assistance |
|---|---------------------------------|--------------------------|--------------------------|----------------------------------|---|---------------------------------------|
| 1 | | | | | | |
| 2 | | | | | | |
| 3 | | | | | | |
| 4 | | | | | | |
| 5 | | | | | | |
| 6 | | | | | | |
| 7 | | | | | | |

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

Pt I Line 2: the field so that the monitoring of the scope of work can be done.

Pt I Line 2: 3. Plan International USA can review the results of the work conducted by PII's

Pt I Line 2: Global Assurance Unit (i.e. Internal Audit) to gain satisfaction over the

Pt I Line 2: procedures and controls that are in place at the program locations.

Pt I Line 2: 4. Plan International USA staff conduct regular field visits whereby they

Pt I Line 2: perform program monitoring and evaluation work as well as providing technical

Pt I Line 2: program backstopping.

Part III Grants and Other Assistance to Domestic Individuals. Complete if the organization answered "Yes" on Form 990, Part IV, line 22. Part III can be duplicated if additional space is needed.

| | (a) Type of grant or assistance | (b) Number of recipients | (c) Amount of cash grant | (d) Amount of noncash assistance | (e) Method of valuation (book, FMV, appraisal, other) | (f) Description of noncash assistance |
|---|---------------------------------|--------------------------|--------------------------|----------------------------------|---|---------------------------------------|
| 1 | | | | | | |
| 2 | | | | | | |
| 3 | | | | | | |
| 4 | | | | | | |
| 5 | | | | | | |
| 6 | | | | | | |
| 7 | | | | | | |

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

Pt I Line 2: 5. Plan International USA has representation on many of the global management

Pt I Line 2: committees and consortia that are in place to help oversee and guide the work of PII.

Pt I Line 2: 6. An aspect of the global governance structure provides that the member

Pt I Line 2: organizations of the global organization (Plan International USA is the U.S.

Pt I Line 2: member of Plan International) share in the governance of the global

Pt I Line 2: organization via representation on the Plan International Member's Assembly.

Pt I Line 2: The Member's Assembly is composed of delegates from each member organization

Pt I Line 2: around the world. Plan International USA currently has 2 delegates which are

Pt I Line 2: elected by the Board of Directors of Plan International USA. The Member's

Part III Grants and Other Assistance to Domestic Individuals. Complete if the organization answered "Yes" on Form 990, Part IV, line 22. Part III can be duplicated if additional space is needed.

| | (a) Type of grant or assistance | (b) Number of recipients | (c) Amount of cash grant | (d) Amount of non-cash assistance | (e) Method of valuation (book, FMV, appraisal, other) | (f) Description of non-cash assistance |
|---|---------------------------------|--------------------------|--------------------------|-----------------------------------|---|--|
| 1 | | | | | | |
| 2 | | | | | | |
| 3 | | | | | | |
| 4 | | | | | | |
| 5 | | | | | | |
| 6 | | | | | | |
| 7 | | | | | | |

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

Pt I Line 2: Assembly serves as the governance and policy setting Board for the

Pt I Line 2: worldwide organization.

Pt I Line 2: Overall, there is open communication between Plan International USA and PII

Pt I Line 2: which provides for effective and timely oversight of the use of funding

Pt I Line 2: provided by Plan International USA to PII.

Pt I Line 2: Plan International USA's subgrant to School-to-School International ("STS") related to an education

project being conducted in Niger. Plan International USA monitored the activities of STS both in the field-country

Part III Grants and Other Assistance to Domestic Individuals. Complete if the organization answered "Yes" on Form 990, Part IV, line 22. Part III can be duplicated if additional space is needed.

| (a) Type of grant or assistance | (b) Number of recipients | (c) Amount of cash grant | (d) Amount of noncash assistance | (e) Method of valuation (book, FMV, appraisal, other) | (f) Description of noncash assistance |
|---------------------------------|--------------------------|--------------------------|----------------------------------|---|---------------------------------------|
| 1 | | | | | |
| 2 | | | | | |
| 3 | | | | | |
| 4 | | | | | |
| 5 | | | | | |
| 6 | | | | | |
| 7 | | | | | |

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

and remotely through review of monthly financial reports, quarterly program performance reports, country office visits and by taking the lead role in the monitoring and evaluation process.

Pt I Line 2: Plan International USA's subgrant to Results for Development Institute, Inc. ("R4D") related to an HIV response project in Central America. The role of R4D was to provide technical assistance in order to provide financial sustainability to the HIV programs in the region and to generate reliable financial, strategic and programmatic data in the region with the objective of improved access to HIV care and treatment. Plan's technical team in the US and in the region monitor the subs work through periodic programmatic and financial reports and correspondence/meetings.

Part III Grants and Other Assistance to Domestic Individuals. Complete if the organization answered "Yes" on Form 990, Part IV, line 22. Part III can be duplicated if additional space is needed.

| | (a) Type of grant or assistance | (b) Number of recipients | (c) Amount of cash grant | (d) Amount of noncash assistance | (e) Method of valuation (book, FMV, appraisal, other) | (f) Description of noncash assistance |
|---|---------------------------------|--------------------------|--------------------------|----------------------------------|---|---------------------------------------|
| 1 | | | | | | |
| 2 | | | | | | |
| 3 | | | | | | |
| 4 | | | | | | |
| 5 | | | | | | |
| 6 | | | | | | |
| 7 | | | | | | |

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

Pt I Line 2: Plan International USA's subgrant to Internews Network ("Internews") related to an HIV response project in Central America. The role of Internews was to work with key populations and decision makers to promote the reduction of stigma and discrimination associated with HIV. Plan's technical team in the US and in the region monitor the subs work through periodic programmatic and financial reports and correspondence/meetings.

**SCHEDULE J
(Form 990)**

Department of the Treasury
Internal Revenue Service

Name of the organization

Plan International USA, Inc.

Compensation Information

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 23.

▶ Attach to Form 990.

▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2018

Open to Public Inspection

Employer identification number

13-5661832

Part I Questions Regarding Compensation

1a Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.

- | | |
|--|--|
| <input type="checkbox"/> First-class or charter travel | <input type="checkbox"/> Housing allowance or residence for personal use |
| <input type="checkbox"/> Travel for companions | <input type="checkbox"/> Payments for business use of personal residence |
| <input type="checkbox"/> Tax indemnification and gross-up payments | <input type="checkbox"/> Health or social club dues or initiation fees |
| <input type="checkbox"/> Discretionary spending account | <input type="checkbox"/> Personal services (such as maid, chauffeur, chef) |

b If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain

2 Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked on line 1a?

3 Indicate which, if any, of the following the filing organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.

- | | |
|---|---|
| <input type="checkbox"/> Compensation committee | <input type="checkbox"/> Written employment contract |
| <input checked="" type="checkbox"/> Independent compensation consultant | <input checked="" type="checkbox"/> Compensation survey or study |
| <input checked="" type="checkbox"/> Form 990 of other organizations | <input checked="" type="checkbox"/> Approval by the board or compensation committee |

4 During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:

- | | | |
|--|-----------|---|
| a Receive a severance payment or change-of-control payment? | 4a | X |
| b Participate in, or receive payment from, a supplemental nonqualified retirement plan? | 4b | X |
| c Participate in, or receive payment from, an equity-based compensation arrangement? | 4c | X |

Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5–9.

5 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:

- | | | |
|--|-----------|---|
| a The organization? | 5a | X |
| b Any related organization? | 5b | X |

If "Yes" on line 5a or 5b, describe in Part III.

6 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:

- | | | |
|--|-----------|---|
| a The organization? | 6a | X |
| b Any related organization? | 6b | X |

If "Yes" on line 6a or 6b, describe in Part III.

7 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described on lines 5 and 6? If "Yes," describe in Part III

8 Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III

9 If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?

| | Yes | No |
|-----------|-----|----|
| 1a | | |
| 1b | | |
| 2 | | |
| 3 | | |
| 4a | | X |
| 4b | | X |
| 4c | | X |
| 5a | | X |
| 5b | | X |
| 6a | | X |
| 6b | | X |
| 7 | | X |
| 8 | | X |
| 9 | | |

Part I Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees. Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that aren't listed on Form 990, Part VII.

Note: The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

| | (A) Name and Title | (B) Breakdown of W-2 and/or 1099-MISC compensation | | | (C) Retirement and other deferred compensation | (D) Nontaxable benefits | (E) Total of columns (B)(i)-(D) | (F) Compensation in column (B) reported as deferred on prior Form 990 |
|----|---|--|-------------------------------------|-------------------------------------|--|-------------------------|---------------------------------|---|
| | | (i) Base compensation | (ii) Bonus & incentive compensation | (iii) Other reportable compensation | | | | |
| 1 | Ana Teresa Gutierrez-San Martin President/CEO | 347,035. | 0. | 0. | 23,375. | 358. | 370,768. | 0. |
| 2 | David Cannata CFO | 230,084. | 0. | 0. | 19,776. | 1,134. | 250,994. | 0. |
| 3 | Shanna Marzilli Chief Marketing Officer | 277,183. | 0. | 0. | 23,375. | 16,204. | 316,762. | 0. |
| 4 | Constantin Abatbieritei COO | 259,457. | 0. | 0. | 18,657. | 358. | 278,472. | 0. |
| 5 | John Glover Sr.VP, Programs and Policy | 218,672. | 0. | 0. | 0. | 10,715. | 229,387. | 0. |
| 6 | Yvonne Norman Director of IT | 176,471. | 0. | 0. | 15,345. | 11,129. | 202,945. | 0. |
| 7 | Jill Nosach Vice President, Philanthropy | 174,549. | 0. | 0. | 15,374. | 11,129. | 201,052. | 0. |
| 8 | Danielle Grant Director, Project Implementation Unit | 168,996. | 0. | 0. | 14,542. | 5,190. | 188,728. | 0. |
| 9 | Frank Manfredi Senior Director, DRM | 164,234. | 0. | 0. | 14,038. | 5,601. | 183,873. | 0. |
| 10 | Sue Richiedei Senior Director, WomenLead Institute | 159,660. | 0. | 0. | 13,446. | 358. | 173,464. | 0. |
| 11 | | | | | | | | |
| 12 | | | | | | | | |
| 13 | | | | | | | | |
| 14 | | | | | | | | |
| 15 | | | | | | | | |
| 16 | | | | | | | | |

Part III Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

Pt I Line 3: For a detailed explanation of the process used to determine CEO compensation please refer to the reference to Form 990, Page 6, Part VI, Section B, Question 15a on Schedule O.

**SCHEDULE M
(Form 990)**

Noncash Contributions

OMB No. 1545-0047

2018

**Open to Public
Inspection**

Department of the Treasury
Internal Revenue Service

- ▶ **Complete if the organizations answered "Yes" on Form 990, Part IV, lines 29 or 30.**
- ▶ **Attach to Form 990.**
- ▶ **Go to www.irs.gov/Form990 for the latest information.**

| | |
|---|---|
| Name of the organization Plan International USA, Inc. | Employer identification number 13-5661832 |
|---|---|

Part I Types of Property

| | (a) Check if applicable | (b) Number of contributions or items contributed | (c) Noncash contribution amounts reported on Form 990, Part VIII, line 1g | (d) Method of determining noncash contribution amounts |
|--|----------------------------|---|--|---|
| 1 Art—Works of art | | | | |
| 2 Art—Historical treasures | | | | |
| 3 Art—Fractional interests | | | | |
| 4 Books and publications | | | | |
| 5 Clothing and household goods | | | | |
| 6 Cars and other vehicles | | | | |
| 7 Boats and planes | | | | |
| 8 Intellectual property | | | | |
| 9 Securities—Publicly traded | X | 44 | 256,780. | FMV on date of gift |
| 10 Securities—Closely held stock | | | | |
| 11 Securities—Partnership, LLC, or trust interests | | | | |
| 12 Securities—Miscellaneous | | | | |
| 13 Qualified conservation contribution—Historic structures | | | | |
| 14 Qualified conservation contribution—Other | | | | |
| 15 Real estate—Residential | | | | |
| 16 Real estate—Commercial | | | | |
| 17 Real estate—Other | | | | |
| 18 Collectibles | | | | |
| 19 Food inventory | | | | |
| 20 Drugs and medical supplies | | | | |
| 21 Taxidermy | | | | |
| 22 Historical artifacts | | | | |
| 23 Scientific specimens | | | | |
| 24 Archeological artifacts | | | | |
| 25 Other ▶ (<u>Software</u>) | X | 1 | 33,810. | Fair Mkt Value |
| 26 Other ▶ (<u>Misc. GIK</u>) | X | 2 | 51,895. | Fair Mkt Value |
| 27 Other ▶ (_____) | | | | |
| 28 Other ▶ (_____) | | | | |

| | | | |
|---|-----------|--|----|
| 29 Number of Forms 8283 received by the organization during the tax year for contributions for which the organization completed Form 8283, Part IV, Donee Acknowledgement | 29 | | 0. |
|---|-----------|--|----|

| | | Yes | No |
|---|------------|-----|----|
| 30a During the year, did the organization receive by contribution any property reported in Part I, lines 1 through 28, that it must hold for at least three years from the date of the initial contribution, and which isn't required to be used for exempt purposes for the entire holding period? | 30a | | X |
| b If "Yes," describe the arrangement in Part II. | | | |
| 31 Does the organization have a gift acceptance policy that requires the review of any nonstandard contributions? | 31 | X | |
| 32a Does the organization hire or use third parties or related organizations to solicit, process, or sell noncash contributions? | 32a | | X |
| b If "Yes," describe in Part II. | | | |
| 33 If the organization didn't report an amount in column (c) for a type of property for which column (a) is checked, describe in Part II. | | | |

Part II **Supplemental Information.** Provide the information required by Part I, lines 30b, 32b, and 33, and whether the organization is reporting in Part I, column (b), the number of contributions, the number of items received, or a combination of both. Also complete this part for any additional information.

Pt I Line 30b: The number of contributions listed on line 9 represents 44 separate gifts of publicly traded securities or mutual funds received throughout the fiscal year ended June 30, 2019.

Pt I col(b): The non-cash contribution on line 25 represents the fair value of software licenses donated for Plan International USA's Equal Measures 2030 project relating to the Sustainable Development Goals.

Pt I col(b): The non-cash contribution on line 26 is comprised of 2 separate gifts in kind that were utilized by Plan International USA in the United States operation.

**SCHEDULE O
(Form 990 or 990-EZ)**

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on
Form 990 or 990-EZ or to provide any additional information.

▶ Attach to Form 990 or 990-EZ.

▶ Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2018

**Open to Public
Inspection**

Name of the organization

Plan International USA, Inc.

Employer identification number

13-5661832

**** PLAN INTERNATIONAL USA, INC. PURPOSE STATEMENT ****

Plan strives for a just world that advances children's rights and equality for girls. We engage people and partners to: (1) Empower children, young people and communities to make vital changes that tackle the root causes of discrimination against girls, exclusion and vulnerability; (2) Drive change in practice and policy at local, national and global levels through reach, experience and knowledge of the realities children face; (3) Work with children and communities to prepare for and respond to crises and to overcome adversity; (4) Support the safe and successful progression of children from birth to adulthood.

Pt VI, Line 11b: The Form 990 is provided electronically to each member of the Plan International USA Audit Committee. The Audit Committee then meets with Plan International USA's CEO and CFO to review the Form 990 in detail. Once the 990 has been approved by the Audit Committee, it is sent electronically to the full Board of Directors for review and comment. Once the comment period is over, either the Board approves or delegates the authority to the Executive Committee of the Board to approve the Form 990. Once approved it is filed with the IRS and posted to the Organization's website for public disclosure.

Pt VI, Line 12c: On an annual basis, the officers, directors and all employees receive a copy of and review Plan International USA's Conflict of Interest disclosure questionnaire. Each of them signs that questionnaire where they must disclose any actual or potential conflicts of interest. All questionnaires with any actual or potential conflicts are then reviewed by either Chair of the Audit Committee,

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Board Chair, Senior Director of Human Resources, or the Director of Ethics and Compliance depending on the position of the person whose questionnaire has disclosure. Appropriate action is taken as needed. During the year if potential conflicts arise, they must be disclosed promptly and in writing to the appropriate person (as noted above).

If there are any potential conflicts of interest relating to a particular vote that the Board is taking, the Board member(s) must declare the potential conflict and abstain from voting. This is then recorded in the minutes of the Board meeting.

Pt VI, Line 15a: Every year (typically in late summer), the Executive Committee of the Board (EXCO) leads the annual CEO performance review process. The EXCO requests and reviews a CEO evaluation feedback form that is received from each Board Member and can also include feedback from members of the Executive Team.

Based on that feedback, the EXCO prepares the performance review for Board approval. The discussion with the CEO is conducted by the EXCO.

Based on the CEO's performance against objectives and a comparison to external market factors for CEO's in similar locations and of similar sized organizations, an increase (if applicable based on the aforementioned factors) is recommended by the EXCO and brought to the Board for approval typically around the time of the September Board meeting. The EXCO retains documentation with respect to the process, deliberations, external data, and the decisions made regarding CEO compensation. The process includes a regular review of the benchmarks with periodic

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consultation with a compensation specialist to ensure that the CEO salary and those of other positions in the organization are within the market range of comparable positions at similar organizations in similar markets.

Pt VI, Line 15b: For current staff, including officers and key employees, but with the exception of the CEO (as described in reference above to Pt VI, line 15a), the annual performance reviews are conducted in the summer/fall following each fiscal year end.

At that time, managers determine compensation increases for staff based on merit and the availability of funds based on the budget and corresponding organizational performance.

As needed, positions at Plan International USA are market priced with an outside consultant to determine if the pay ranges for each job are in line with those in other like positions in similar geographic locations.

When changes to the job descriptions are made, Human Resources staff have a process for determining the grade level and salary. For instances where the compensation for the position is in question, Human Resources has an external compensation specialist to consult.

Documentation is kept regarding each employee's salary. Officers and key employees are reviewed by the CEO and any salary changes for officers and key employees are approved by the CEO.

Pt VI, Line 19: Plan International USA's audited financial statements are made available publicly on our website at: www.planusa.org and also on other websites

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such as Guidestar. In addition, financial information as well as governing documents and our Conflict of Interest Policy are available upon request.

Pt XI: Other Changes in Net Assets (Part XI, Line 9)

Change in value of perpetual trusts \$ (3,729)

Change in value of split-interest agreements (27,102)

Other Changes in Net Assets (non-operating) \$ (30,831)

PLAN INTERNATIONAL USA, INC.

PROGRAM SERVICE ACCOMPLISHMENTS

Plan International USA, Inc. (Plan) is the U.S. member organization of Plan International Inc. (PII), along with 21 other member offices around the world. Plan implements the vast majority of its international activities through PII, which is also a non-profit organization registered in the U.S. Plan has been working for more than 80 years to break the cycle of poverty. Today, we support children, youth, families, and communities in more than 50 countries across Africa, Asia, and the Americas to strengthen the health, knowledge, and resilience of millions of children, which results in lasting change for families, communities, and ultimately, nations.

We focus on ensuring that children, particularly girls - who are often the most marginalized - receive the education and protection to which they have a right, and that they are not excluded from services or decision-making. This means addressing gender challenges, the preponderance of which affect girls and young women. We

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carry out our work by partnering with communities, local and national governments, and civil society organizations. We are independent, with no religious, political, or governmental affiliations.

Plan's Commitment to Gender Equality

Plan is committed to ensuring and promoting gender equality in every aspect of who we are and how we work. Over the past decade we have worked to address gender inequality in our offices and staffing, partnerships, communications and marketing, advocacy and campaigns, and, of course, programming. In 2017 PII adopted a "Global Policy on Gender Equality and Inclusion," which provides a framework through 2022 to bring about gender-transformative changes so that 100 million girls and young women can learn, lead, decide, and thrive. Plan is a key partner in implementing this ambitious strategy, which is inextricably linked to efforts to achieve the UN's Sustainable Development Goals by 2030.

A. PROGRAM AND TECHNICAL SUPPORT

Program and Technical Support Funding of \$44,938,762 (for the fiscal year ended June 30, 2019) represents funds received by Plan from sponsors, donors, and other entities (such as the U.S. government, corporations, foundations, etc.), \$7,012,368 of which was used on programmatic activities conducted directly by Plan, and \$37,926,394 of which more than 97% percent was transferred to PII and combined with the funding received from the other 21 member offices around the world. The combined funds are then used to support field programs in more than 55,000 communities in more than 50 developing countries. Plan's field programs are focused on the following five core areas described below:

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1. EDUCATION

Plan's goal: Children and youth will realize their right to quality education.

Education is one of the most powerful tools available to ensure children are able to fulfill their potential. Every child has the right to education, but many are excluded because of poverty, gender, disability, geographical remoteness, language, or cultural barriers.

We work to promote free, equal access to quality education for all children.

We promote child-friendly learning environments; develop teaching skills and teaching materials; provide training to government staff; and work closely with parents and communities to enable them to support their children's learning at home, in school, and in the wider community. Through our engagements, we encourage young people and critical community stakeholders to be advocates for the change they desire.

We work with national and local governments to help improve the laws and public policy on education, and we take part in local, national, and international campaigns to support quality education for all.

In fiscal year 2019, Plan's expenditures in education totaled approximately \$6,347,589, with \$5,185,534 transferred to PII for our overseas programs. Examples of Plan's FY19 projects in this area include: Tusome Pamoja, Lecture Pour Tous, and Early Grade Reading Program.

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Tusome Pamoja (Let's Read Together):

Tusome Pamoja is a five-year early grade reading program funded by United States Agency for International Development (USAID) and implemented by the Research Triangle Institute (RTI) that supports improved learning outcomes (reading, writing, and arithmetic) in four regions of Tanzania (Iringa, Morogoro, Mtwara, and Ruvuma) and 11 districts of Zanzibar. Through a \$6.6 million subcontract, Plan is working with RTI to reach an estimated 853,150 pupils across grades 1 through 4 in 3,041 schools this year. Plan engages parents and community members to increase their understanding of the importance of reading through parent support groups and the provision of tools to reinforce at-home learning. To increase school accountability and promote parent involvement in schools, Plan also works with these stakeholders to implement community scorecards as a tool for tracking school progress and student academic achievement.

More than 40,000 boys and girls have benefited from interventions, making significant gains in basic reading skills and school enrollment, particularly for girls.

Lecture Pour Tous (All Children Reading):

Lecture Pour Tous is a five-year early grade reading program funded by USAID and implemented by Chemonics in support of the Ministry-led National Reading Program in Senegal. The program aims to greatly improve reading skills for students in grades 1 through 3. As a lead subcontractor, Plan's \$4.43 million initiative is implementing a comprehensive parent and community engagement program in six regions of Senegal that uses innovative social behavior change communication (SBCC) strategies to increase parent demand for quality reading instruction in schools. Targeted training programs and awareness-raising through local radio and school management committees provides parents with the skills to effectively

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support their children at home as they learn to read.

Working through partnerships with local community-based organizations, schools, and government partners, Plan supports communities as key drivers of change.

Together, these key stakeholders implement interactive, child-centered activities, such as summer reading camps and parent learning circles, designed to complement the program's broader teacher training and curriculum development components.

To date, Plan has mobilized more than 65,000 community members and parents in 766 school communities in the effort to improve early grade reading outcomes.

Early Grade Reading Program:

The Early Grade Reading Program (EGRP) in Nepal is a USAID-funded, multi-stakeholder, country-wide education program that is working to directly assist the Government of Nepal, schools, community actors, and parents in supporting the education of their children. This takes place through community groups, new tools for engagement, and increased support to traditional forms of educational practice. The primary goals of the program are directly aimed at children themselves, as well as the supportive systems that are responsible for their education. The program aims to improve children's reading in grades 1-3 and strengthen the Government of Nepal's capacity to deliver these services across 16 districts of the country.

Plan, as a partner to RTI, is operating a \$2.7 million activity plan that is strategically engaging, educating, and empowering parents around the role they can and should play in their children's education. Understanding the vital importance of creating sustainable interventions, Plan is supporting strategic partnerships between parents and schools. Plan is assisting parents in the creation of supplementary reading materials; hosting of after-school reading clubs; improving the home

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learning environment by creating reading spaces and enhancing the print-rich nature of their houses; increasing the supportive dialogue among parents through peer-to-peer training; helping guide schools in planning for the allocations under their School Improvement Plans; and ensuring further participation of parents and communities in the direction and management of schools. This year Plan has reached more than 120,000 community members, local government representatives, and parents through leadership and advocacy workshops, peer education trainings, and other school based initiatives.

2. HEALTH

Plan's goal: Engaging young people, their peers, families, households and communities so that they have the knowledge, skills, and capacity to thrive. Adolescents and young people will realize their right to sexual and reproductive health, including HIV prevention, care, and treatment.

Plan supports a range of programs that reduces morbidity and mortality by strengthening individual families, households and communities. These interventions include initiatives to prevent and combat specific avoidable childhood illnesses, as well as efforts to strengthen community health systems and positively impact health-seeking behavior.

Our integrated approach to health intersects with work to promote good nutrition, early child development, and early education, while providing support for parents and caregivers. We work with our partners to help mothers, children, and young people access quality primary health care and social services. We also support quality, age-appropriate sexual and reproductive health education and services

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for adolescents and young people. We challenge the beliefs and attitudes that maintain inequality between the sexes. We also advocate for more effective policies and actions that respect and protect the rights of children, adolescents, and young people living in a world with HIV. These include the right to be protected from HIV and, for those affected, to receive care and support. This work includes building the capacity of household members caring for children orphaned by HIV/AIDS. In FY19, Plan International USA's expenditures for health totaled approximately \$18,018,797, \$15,398,668 of which was transferred to PII. Examples of Plan's FY19 projects in this area include: Nilinde: Support for Orphans and Vulnerable Children in Nairobi and Coast Counties of Kenya; Health Systems Strengthening; and Comprehensive Coordinated Care for Children.

Nilinde: Support for Orphans and Vulnerable Children in Nairobi and Coast Counties of Kenya:

Plan International USA's largest project when it was awarded in 2015 with a five-year ceiling of \$41,005,731 this project was adjusted to a four-year \$38,361,977 total during FY19. Funded by USAID, Plan led the project through a consortium that, in FY19, included Ananda Marga Universal Relief Team (AMURT), Childline Kenya, and mothers2mothers (m2m). The project, known locally as "Nilinde," meaning "Protect Me" in Swahili, works to support at-risk children in Kenya by focusing on improving the welfare and protection of the most vulnerable households affected by HIV in Nairobi and Coast Counties.

Nilinde worked with local partner organizations to increase household resiliency and empower parents and caregivers to make investments to improve the health and well-being of orphans and vulnerable children (OVC). Working at both local and national levels, Nilinde aimed to increase access to health and social services

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and support government efforts at strengthening child welfare and protection systems. Nilinde's holistic case management approach connected health, nutrition, HIV services, psychosocial support, and education to economic strengthening services designed to graduate families out of program support by developing their ability to grow and sustain their assets, income, and skills. In Nairobi County, the project focused on informal settlements where the majority of OVC reside. In Coast County, the project worked in both informal settlements in urban areas and in rural areas where larger OVC populations live.

In FY19, USAID Kenya chose to shorten the project for budgetary and new strategic reasons. Over the course of four years, Nilinde reached a total of 183,547 children with essential services to keep them healthy, safe, stable and schooled. This represented support to more than 75,000 households in Kilifi, Kwale, Lamu, Mombasa, Nairobi and Taita Taveta counties. In this final year, the number served peaked at 148,793 children. Using a differentiated service and household graduation approach, Nilinde supported 24,582 highly vulnerable households to engage in simple table banking approaches to help them cover basic costs, while an additional 26,302 households at all levels of vulnerability engaged in village savings and loan groups. This year, the project further strengthened its focus on ensuring that children at risk of HIV infection received HIV testing services and, in the case of those children living with HIV, were linked to care and treatment, with close follow-up and support from community case workers. This focus enabled 91 percent of caregivers to know the HIV status of the child in their care (with risk screening protocols for HIV testing applied) and 100 percent of the 4,780 children living with HIV to be on anti-retroviral therapy with approximately 96 percent of them having achieved viral load suppression. Nilinde continued to work with governmental and non-governmental partners to strengthen capacities

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for using data for decision-making and improving quality services to OVC during this final year as well.

Health Systems Strengthening:

The USAID-funded Health Systems Strengthening project (HSS+) aims to improve the performance of the health system in Senegal by alleviating barriers to quality health services. The project is implemented by Abt Associates and includes World Vision and Plan as the two community engagement subrecipient organizations.

The project started in 2016 and will last for five years. Plan's budget over this time frame is \$2 million. HSS+ involves strengthening local-level governance geared towards reducing maternal morbidity and mortality, and contributes to the USAID/Senegal Health Program (2016-2021) goal to improve the health status of the Senegalese population.

As one of the partners on the community engagement component, Plan focuses on the key expected result of strengthening community involvement in the management of health systems. This includes 1) increased awareness and community involvement in activities to promote health and enhance the continuity of health care; 2) increased use of community funding mechanisms; and 3) strengthened capacity of the structures of local government to improve health care in response to community needs. In addition, Plan supports implementation at the department, commune, and community levels and the development of community-based health insurance plans. Plan is focused on metropolitan Dakar, Kaolack (Nioro du Rip), Louga, and Thies.

Coordinating Comprehensive Care for Children:

Under the Coordinating Comprehensive Care for Children (4Children) project,

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which is led by Catholic Relief Services (CRS) and funded by USAID, Plan works to increase the availability of, access to, and uptake of specialized evidence-based services for OVC under 5 years and to provide adolescent girls and young women (AGYW) with high-quality case management, household economic strengthening, and other evidence-based services within the President's Emergency Plan for AIDS Relief (PEPFAR) OVC portfolio. The project started in 2014 and costs totaled \$562,849 over five years.

In 4Children Haiti, Plan focuses on ensuring that vulnerable AGYW have increased access to comprehensive evidence-based and age-appropriate services in four districts.

The program has two overall objectives, with Plan focusing primarily on one: adolescent girls and young women at risk of acquiring HIV infection having increased access to comprehensive evidence-based, age-appropriate services in accordance with the U.S. Government's Determined, Resilient, Empowered, AIDS-free, Mentored, and Safe (DREAMS) initiative guidance and standards in four DREAMS target arrondissements (arrondissements are districts within Haiti). As part of this objective, Plan brings its expertise in youth mobilization through support for safe spaces, or DREAMS hubs. DREAMS hubs are youth-friendly spaces for adolescent girls through which all DREAMS services are delivered. Through the DREAMS hubs AGYW are able to build positive social connections, receive reinforcing support and mentoring, participate in social asset building activities, and learn about HIV and violence prevention. DREAMS mentors lead activities in the hubs - which are also open to adolescent boys and young men during designated hours.

3. DISASTER & CONFLICT

Plan's goal: Children and youth grow up in resilient communities and realize

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their rights in safety and with dignity before, during, and after disasters and
conflicts.

In times of disaster, children are particularly vulnerable. Separation from
families and friends causes uncertainty, anxiety, and shock, with a significant
impact on children's emotional well-being. Our initial disaster response work
focuses on children's urgent needs, such as shelter, food, and water. We also
prioritize child protection and education to help re-establish a sense of security
and normalcy. An important part of our response involves developing child-friendly
spaces that help protect children from harm and exploitation, and aid emotional
healing. In addition to emergency response work, Plan works with communities
to help them prepare for and reduce the risk of emergency events. Across the
globe, Plan also works extensively with forcibly displaced populations, including
refugees and internally displaced persons (IDPs).

Our goal is to support children and youth, their communities, and their societies
to develop resilience, enabling them to better absorb external shocks and continue
forward with their personal and community development. Toward that end, we also
seek to address the social inequities and governance challenges that marginalize
segments of the population and prevent them from developing resilience.

Plan's expenditures on disasters in FY19 totaled approximately \$6,884,873, \$5,626,889
was transferred to PII. Examples of Plan's FY19 projects in this area include:
Marawi Response Project (MRP); Central African Republic Tracing and Reunification
III; and Provision of Integrated Child Protection Education and Youth Empowerment
Services to South Sudanese Refugees in Gambella.

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Marawi Response Project ("MRP"):

This three-year, \$25 million USAID-funded project is strengthening the self-reliance of IDPs and host community members affected by the 2017 Marawi siege in the Philippines.

MRP is working on the inter-related areas of improved economic conditions and strengthened social cohesion of IDPs and host community members. MRP is providing direct assistance to businesspersons and communities in the form of in-kind grants to enable them to re-start economic activities, and training in skills that will make both young and adult IDPs and host community members ready for employment.

MRP also includes activities that will increase access to local and regional markets. During FY19, MRP approved the first 55 Business Recovery Grants.

Working with two local partner organizations, MRP facilitated the establishment of Community Solidarity Groups to forge closer bonds between IDPs and host community members and to develop and implement community improvement grants through the project. MRP is scheduled to run through August 28, 2021.

Central African Republic Tracing and Reunification III:

Building on two successful previous iterations, this 15-month, \$1,935,000 USAID-funded project began in September 2018 and will continue through January 2020. It is supporting the identification, documentation, interim care, tracing, reunification, and reintegration of unaccompanied and separated children (UASC), including Children Formerly Associated with Armed Forces and Armed Groups (former CAAFAG), in the Prefectures of Nana-Gribizi and Upper Kotto (Bria). In addition, the project is also addressing serious malnutrition problems affecting children in its implementation areas. Community volunteers have been trained and are carrying out screening, referral of malnutrition cases for treatment, and cooking demonstration activities in the target communities and sites of the displaced. During FY19, the project

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reached approximately 4,900 beneficiaries, including 3,765 IDPs. Plan identified, registered, and documented 149 vulnerable children, which included 68 girls as well as UASC and CAAFAG, and provided them with case management, referral services, and support with temporary host families. Plan trained 124 temporary host families and supported these families with food and non-food items throughout the project period. The UASC placed with the temporary host families were provided with family reunification casework, and the CAAFAG placed with temporary host families for vocational training also returned to their homes after the training. During the project period, Plan undertook tracing and reunification services for 46 UASC and former CAAFAG. Through this process, the project provided life-saving assistance to vulnerable young people, helping break the cycle of violence in the Central African Republic. In order to support continued work in tracing and reunification of cases, Plan trained community child protection networks in project areas and provided training on this process to these entities and local government partners.

Provision of integrated child protection, education, and youth empowerment services to South Sudanese refugees in Gambella:

Through this State Department Bureau of Population, Refugees, and Migration-funded, 12-month, \$1.5 million project, Plan provided comprehensive child protection and education support for refugee girls, boys, adolescents, and youth in Kule, Pugnido II, and Nguenyiel refugee camps. The funding from PRM supported psychosocial support (PSS) and case management services for children at 14 child-friendly spaces (CFSS) and in the community. Through the project Plan also implemented youth activities at five youth-friendly spaces and provided educational services at five primary schools and 14 early childhood care and development (ECCD) centers. During the project's period of performance, capacity building trainings and learning sessions were conducted for incentive workers, youth, and different community

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structure volunteers. Construction and renovation of new and existing learning centers and friendly spaces was completed and will continue under additional PRM funding.

Through this project, Plan directly reached 3,527 children through services provided in primary schools, ECCD centers, and CFSSs. During the life of the project approximately 27,713 individuals were provided with CFS and PSS services. Additionally, 1,292 children entered foster care arrangements, and 3,406 children received non-food items. In total, 16,189 children enrolled in school and 19,674 youth and adolescents received youth-friendly services. In addition, 22,530 community members were reached through awareness-raising events in both locations, and 1,216 individuals were trained on different topics such as child protection, education in emergencies, youth, and ECCD programs in all of the targeted refugee camps.

In light of the project's success, the State Department Bureau of Population, Refugees, and Migration awarded Plan a July 2019 follow-on project to address the continuing need for education and child protection among refugee and host community populations in Gambella.

4. PROTECTION

Plan's goal: Providing a safe place for children to live and grow to their full potential.

Plan works to ensure that all children are safe and protected from abuse, neglect, exploitation, and violence and that children who do experience violence have

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access to child friendly services. Plan recognizes that protection needs and challenges may vary according to a child's gender, age, and maturity and appropriately tailors programming to address such differences. We provide services designed to prevent abuse, neglect, and exploitation of children and to help survivors recover. We campaign for and promote adequate legal protection to strengthen child protection systems and work alongside families and communities to strengthen protective practices and influence harmful social norms that drive violence against children. In addition, we raise public awareness of, and respect for, the right of all children to protection, and we help young people access the skills and knowledge that will enable them to protect themselves.

Expenditures from Plan in this area totaled approximately \$5,193,091 for FY19, \$4,387,271 of which was transferred to PII. An example of Plan's FY19 work in this area is the Missing Child Alert/PROTECT project.

Missing Child Alert/PROTECT:

The Prevention, Tracking, Education and Transformation (PROTECT) project is a \$5 million, 5-year initiative across Nepal, Bangladesh, and India to strengthen prevention mechanisms against child trafficking; improve repatriation processes; and support survivors of trafficking to reintegrate safely into their families and communities. PROTECT is working with parents, village protection committees, border agents, governments, and children themselves to create awareness and knowledge of trafficking risks, increase economic security for at-risk families, and expedite safe repatriation through strengthening cross-boarder systems. Through PROTECT, all stakeholders will be equipped to act through curricula that address harmful social norms and build job skills to increase economic security. These curricula are tailored to each specific country context and include Choose Your Future,

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Sticks and Stones, Village-Level Child Protection Training, Village Savings and Loan (VSLA), and Social Behavior Change Campaigns.

In combination with building the capacity of key actors, PROTECT is also working to equip governments and non-state actors through technology. The Repatriation Information Management System (RIMS) is an innovative platform designed to reduce the time it takes to repatriate a survivor of trafficking back to their country of origin and improve reintegration services at home. The system, implemented by government approved civil society organizations, ensures key information can be transferred to receiving agencies, and the proper procedures, documentation, and approvals are implemented and digitized for safer and more expedited repatriation.

With the protection of children being the responsibility of all actors - from the child, family, and community, to wider protection systems - Plan's program is working with gatekeepers to utilize different approaches to strengthen the protective environment around children, prevent trafficking, and safely repatriate and reintegrate survivors.

5. YOUTH AND ECONOMIC EMPOWERMENT

Plan's goal: Young adolescents and youth will live in communities that value their participation and provide opportunities for their leadership and economic empowerment.

Plan currently works with youth in more than 70 countries around the world. Through Plan's community-based, gender sensitive approach, our programs engage marginalized youth to build their productive assets and prepare them with appropriate

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skills to manage their transition to work and adulthood. Our holistic programming targets very young adolescents (10-14), adolescents (15-19), and youth (20-29).

Plan expended approximately \$8,494,412 on youth and economic empowerment in FY19, \$6,261,046 of which was transferred to PII. Examples of Plan's FY19 projects in this area include Fostering Accountability in Recruitment for Fishery Workers, Hawassa Workers Wellness Alliance, and Connections to Success.

Fostering Accountability in Recruitment for Fishery Workers:

Fostering Accountability in Recruitment for Fishery Workers (FAIR Fish) is a Department of Labor-funded program through the Bureau of International Labor Affairs. The project award is for \$4 million from 2018-2022 and is implemented in Thailand.

Getting a job is fundamental to youth economic empowerment. Equally important is making sure that labor rights are respected once young people are employed.

Plan's FAIR Fish project focuses on the reduction of forced labor and human trafficking of women and men in Thailand's seafood processing sector. This project targets labor exploitation that happens during the recruitment of migrant workers by developing a responsible recruitment model that is both affordable and effective to implement by small and medium-sized seafood processing businesses. A recruitment model tailored for small companies is critical, because most of the companies in the targeted sector employ fewer than 150 people, and 90 percent of Thai seafood companies are small and medium-sized companies. The model will be tested with two pilot company partners and their third-party recruiters. Lessons learned will be shared and promoted with other small and medium-sized enterprises.

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Hawassa Workers Wellness Alliance:

This \$3.25 million project is funded by USAID and the Phillips Van Heusen Corporation (PVH) from 2019-2021 in Ethiopia.

Large industrial parks employing tens of thousands of workers are a completely new phenomenon for Ethiopia, the host communities, and the workers themselves.

To help all stakeholders benefit from industrial parks, the Hawassa Workers Wellness Alliance was created as a public-private partnership to provide a platform for

worker, community, government, and private sector engagement. The Alliance focuses on outside-the-park initiatives aimed at fostering stable, resilient, and prosperous

communities. The Alliance will introduce a set of interventions with the goals of supporting the smoother arrival and integration of workers into Hawassa Industrial

Park and increasing the ability of host communities to economically benefit from the growing population and expanding industrial base. The aim is to increase

performance of local businesses; reduce worker attrition at the park; and build a sustainable program that truly responds to the interests of workers, the community,

the Government of Ethiopia, and the Hawassa Industrial Park companies. Together,

the Alliance will seek solutions to improve the community's services and ultimately reduce new worker turnover at the park.

Connections to Success:

Connections to Success is a \$3 million project in Guatemala funded by individual donors. The project will run from 2019-2022. To address the lack of economic

opportunities for youth in key regions of Guatemala and the challenges that young people from the rural areas of Jalapa, El Quiché, and Alta Verapaz departments

are facing to enter the workforce and generate income, Plan International is

implementing Connections to Success with the goal of increasing the number of

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young people, especially young women, with opportunities to access decent work or develop a business that will enable them to attain economic stability, prevent migration, and eliminate involvement in gangs or organized crime.

By using a "learning by doing" approach, the project is developing and/or adapting training materials for the target population in each geographic area to ensure that all participants are able to actively participate, regardless of educational ability.

The project has a strong innovation approach in the area through the following strategies:

(1) Plan will replicate the current mobile technology lab in Carchá called Nómada, which is a Samsung-equipped portable car, with technology at the community level. (2) Work through technology centers to support the delivery of the training curriculum in three municipalities with the support of the local government. (3) Creation of new training modules including financial literacy. The project will partner with a business accelerator advisor to link successful entrepreneurs to social impact investing and identify market opportunities. (4) Develop a technological platform to foster networking, access new employment vacancies, and enable market research to trade the entrepreneur's products or services based on the Training Employment Support Service Assistant (TESSA), a digital ecosystem designed by Plan International Asia.

B. BUILDING RELATIONSHIPS

As part of our mission, we promote learning and understanding between people

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of different countries and cultures. Our child sponsorship program - through which a sponsor in the U.S. is linked with a child in need - encourages children and sponsors to exchange letters, cards, and photographs as a way to better understand each other's cultures. Through our website and sponsor communications, we frequently urge sponsors to send email communications and letters to their sponsored children. These cross-cultural exchanges provide the foundation for the sponsor/child relationship.

Plan also provides various communications to sponsors throughout the year. Sponsors are introduced to their children through initial materials in their Sponsorship Guide. The "Sponsored Child Introduction" provides information on the child and his or her family. This background information is accompanied by an "Area Overview" that provides information relevant to activities, programs, and projects in the sponsored child's program area and country. Our annual "Sponsored Child Update" also details activities, programs, and projects within a child's program area and country. This update is accompanied by new photographs of the sponsored child and his or her family members.

Building relationships is a reciprocal process, and we frequently encourage two-way communications. We contact all new sponsors to welcome them to Plan and encourage them to write to their sponsored children. To support sponsors in writing to their sponsored children consistently, we provide turn-around stationery several times throughout the year. In addition, we remind sponsors of their children's upcoming birthdays and encourage them to send birthday greetings.

During the year ending June 30, 2019, there were more than 120,600 instances of communications between sponsors, sponsored children and families, and the child's local Plan office. These communications are processed through a centralized

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communications and mail area at the Plan International USA office in Warwick, RI. The cost of \$800,042 associated with cross-cultural exchanges is known as "Building Relationships."

C. DEVELOPMENT EDUCATION AND ADVOCACY

To further our mission, Plan conducts educational outreach programs in the U.S. with youth, educators, donors, sponsors, and the public about issues affecting children - particularly girls - and families in the developing world and where relevant, here at home. Development Education programs enhance the public's understanding of the causes and conditions of poverty in developing countries and the role that Plan has in addressing barriers to girls' and children's ability to lead, learn, decide and thrive. Development Education is one of the key tools Plan uses to strengthen relationships with and between individual children, adults, groups, organizations, and institutions. We provide messages to specific audiences as well as the general public through country and practice area technical briefs, website updates, monthly e-newsletters, brand awareness campaigns and social media posts, among other media. Youth group activities and speaking engagements by staff also play a key role in the delivery of Plan's messages. Regular meetings between CEOs and senior staff of organizations with similar missions help to give all of us a stronger voice.

In FY19, Plan released research findings that examined U.S. adolescents' views, and influences that shape those views, of gender equality. The research included a survey that was designed through collaboration with PerryUndem, a non-partisan research organization, and M+R, a public relations firm. The results were broadly shared and promoted in FY19 via in-person youth gatherings, as well as widespread

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media coverage. In gaining a deeper understanding of young people's views on gender equality, Plan is better positioned to address the systemic causes and influencing factors that drive those views and publicly advocate for impactful change.

Plan's domestic youth engagement programming includes a number of initiatives designed to engage U.S. youth in both the governance of the organization and as advocates for issues affecting youth, in particular girls, around the world. The Youth Advisory Board (YAB) is a group of high school and college-age youth who serve as a resource to organizational decision makers, to reinforce our mission of working both for and with children and young people. Roles and responsibilities include participating in discussions regarding strategic priorities, budgeting, and program design, while also developing connections and partnerships with Plan's global YAB network. In addition, Plan runs an annual residential summer leadership summit called the Youth Leadership Academy (YLA). The YLA aims to build the capacity of high school youth in leadership, advocacy, and civic engagement, while increasing knowledge about the world's most pressing development issues.

Additionally, Plan fosters policy change in two main focus areas: global gender equality and increasing the effectiveness of U.S. foreign assistance. As co-chair of the Big Ideas for Women and Girls Coalition and the Modernizing Foreign Assistance Network (MFAN), Plan is playing a leadership role in civil society coalitions advocating for change on these issues. Plan also works through a number of membership groups that span the international development sector, including the Society for International Development (SID), U.S. Global Leadership Coalition (USGLC), and InterAction. Through a series of policy events and private meetings, Plan has brought the voices and perspectives of young female advocates and other experts

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to decision makers and influencers on Capitol Hill, at the National Security Council, the State Department, USAID, and the wider development community.

Plan's strategic partnerships are another important element of our efforts to increase awareness about challenges in the developing world, especially around gender inequality. By linking Plan's mission with household companies and brands, our reach increases exponentially. In 2018, Plan and Viacom International officially marked a new era of our partnership by launching a gender equality campaign with the title #XQUNAMUJER with the Comedy Central brand. The co-branded campaign was designed to use the power of comedy to promote gender equality, women's rights, and inclusion throughout Latin America. The collaboration consisted of social media and six public service announcements (PSAs) airing on television and on a free mobile application, Comedy Central Play, more than 2,100 times. Each PSA starred well-known comedians from Comedy Central Latin America who came together to celebrate women and their achievements, combat machismo, and use humor to generate conversation about this important topic. The on-air PSA campaign reached 27 million households across Latin America while associated digital messaging garnered more than 4 million impressions, with an additional 200,000+ social media impressions and 20,000+ reached through the press.

Plan and Viacom are already in the midst of another collaboration, this time with the MTV brand. This bold new campaign is meant to raise awareness on gender equality issues in sports, and get youth engaged online in support of Plan's call to action. The campaign targets youth (ages 16-24) across 80 million households between the U.S. (Hispanic diaspora) and Latin America and the Caribbean. The impact of the campaign will be part of our FY20 reporting.

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International Day of the Girl 2018 saw record engagement around the world. In the U.S., Plan's youth ambassadors "took over" roles of powerful women and men in corporate America, conveying yet again that girls deserve a seat at the table and that #GirlsBelongHere. In partnership with The Female Quotient (TFQ), Plan held takeovers at high profile companies such as Google, Facebook, NBCUniversal, Spotify, and Nickelodeon. While each takeover was unique, their common thread was a mission to place girls in positions of power. Thanks to our partners at Clear Channel, empowering messages from each takeover were showcased on digital billboards in NYC's Times Square, amplifying Plan's message that girls belong anywhere and everywhere they want to be. Plan's partnership with TFQ also provided a venue for Plan staff, Youth Advisory Board, and ambassadors, like MSNBC's Richard Lui, to share Plan's girls-focused work around the world on high-profile panels at AdWeek in New York City.

Finally, our partnership with TFQ afforded Plan space to host our inaugural Youth Gathering as well. The event brought together 22 young women from a variety of local organizations to discuss Plan's youth gender survey results. Participants engaged around issues like gender biases, representation in the media, challenging gender norms in today's society, and beyond. Thanks to our partners at Nickelodeon, a similar Gathering for 23 young women was held in Los Angeles alongside the Nickelodeon Kid's Choice Awards.

For the fiscal year ended June 30, 2019, the total Development Education and Advocacy expenses were \$1,815,758. During FY19, Plan International USA initiated more than 1,545,000 mailed or emailed communications, to help educate our donors and partners and also participated in various presentations, activities, and forums.

Name of the organization

Employer identification number

Plan International USA, Inc.

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Pt VI, Section C, Line 17:

State: AK

State: AR

State: CA

State: CT

State: DC

State: FL

State: GA

State: HI

State: IL

State: KS

State: KY

State: MD

State: MA

State: MI

State: MN

State: MS

State: NH

State: NJ

State: NM

State: NY

State: OK

State: OR

State: PA

State: RI

State: SC

State: TN

Name of the organization

Employer identification number

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13-5661832

State: UT

State: VA

State: WV

State: WI

**SCHEDULE R
(Form 990)**

Department of the Treasury
Internal Revenue Service

Name of the organization

Plan International USA, Inc.

Related Organizations and Unrelated Partnerships

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.

▶ Attach to Form 990.

▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2018

Open to Public Inspection

Employer identification number

13-5661832

Part I Identification of Disregarded Entities. Complete if the organization answered "Yes" on Form 990, Part IV, line 33.

| (a) Name, address, and EIN (if applicable) of disregarded entity | (b) Primary activity | (c) Legal domicile (state or foreign country) | (d) Total income | (e) End-of-year assets | (f) Direct controlling entity |
|---|-------------------------|--|---------------------|---------------------------|----------------------------------|
| (1) | | | | | |
| (2) | | | | | |
| (3) | | | | | |
| (4) | | | | | |
| (5) | | | | | |
| (6) | | | | | |

Part II Identification of Related Tax-Exempt Organizations. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related tax-exempt organizations during the tax year.

| (a) Name, address, and EIN of related organization | (b) Primary activity | (c) Legal domicile (state or foreign country) | (d) Exempt Code section | (e) Public charity status (if section 501(c)(3)) | (f) Direct controlling entity | (g) Section 512(b)(13) controlled entity? | |
|--|----------------------------|--|----------------------------|---|----------------------------------|--|----|
| | | | | | | Yes | No |
| (1) Plan International, Inc., 51-0169168, 228 East 45th St., Floor #15 New York NY 10017 | Supporting Organization NY | NY | 501 (c) (3) | 509(a) (3), Line 11 Type I | N/A | | X |
| (2) | | | | | | | |
| (3) | | | | | | | |
| (4) | | | | | | | |
| (5) | | | | | | | |
| (6) | | | | | | | |
| (7) | | | | | | | |

Part III Identification of Related Organizations Taxable as a Partnership. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a partnership during the tax year.

| (a) Name, address, and EIN of related organization | (b) Primary activity | (c) Legal domicile (state or foreign country) | (d) Direct controlling entity | (e) Predominant income (related, unrelated, excluded from tax under sections 512-514) | (f) Share of total income | (g) Share of end-of-year assets | (h) Disproportionate allocations? | | (i) Code V-UBI amount in box 20 of Schedule K-1 (Form 1065) | (j) General or managing partner? | | (k) Percentage ownership |
|---|-------------------------|--|----------------------------------|--|------------------------------|------------------------------------|--------------------------------------|----|--|-------------------------------------|----|-----------------------------|
| | | | | | | | Yes | No | | Yes | No | |
| (1) | | | | | | | | | | | | |
| (2) | | | | | | | | | | | | |
| (3) | | | | | | | | | | | | |
| (4) | | | | | | | | | | | | |
| (5) | | | | | | | | | | | | |
| (6) | | | | | | | | | | | | |
| (7) | | | | | | | | | | | | |

Part IV Identification of Related Organizations Taxable as a Corporation or Trust. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a corporation or trust during the tax year.

| (a) Name, address, and EIN of related organization | (b) Primary activity | (c) Legal domicile (state or foreign country) | (d) Direct controlling entity | (e) Type of entity (C corp, S corp, or trust) | (f) Share of total income | (g) Share of end-of-year assets | (h) Percentage ownership | (i) Section 512(b)(13) controlled entity? | |
|---|-------------------------|--|----------------------------------|--|------------------------------|------------------------------------|-----------------------------|--|----|
| | | | | | | | | Yes | No |
| (1) Charitable Remainder Unitrust N/A N/A N/A RI 02886 | REMAINDER TRUST (1) RI | | N/A | T | | | | | X |
| (2) | | | | | | | | | |
| (3) | | | | | | | | | |
| (4) | | | | | | | | | |
| (5) | | | | | | | | | |
| (6) | | | | | | | | | |
| (7) | | | | | | | | | |

Part V Transactions With Related Organizations. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35b, or 36.

Note: Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule.

1 During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?

| | Yes | No |
|--|-----|----|
| a Receipt of (i) interest, (ii) annuities, (iii) royalties, or (iv) rent from a controlled entity | | X |
| b Gift, grant, or capital contribution to related organization(s) | X | |
| c Gift, grant, or capital contribution from related organization(s) | | X |
| d Loans or loan guarantees to or for related organization(s) | | X |
| e Loans or loan guarantees by related organization(s) | | X |
| f Dividends from related organization(s) | | X |
| g Sale of assets to related organization(s) | | X |
| h Purchase of assets from related organization(s) | | X |
| i Exchange of assets with related organization(s) | | X |
| j Lease of facilities, equipment, or other assets to related organization(s) | | X |
| k Lease of facilities, equipment, or other assets from related organization(s) | | X |
| l Performance of services or membership or fundraising solicitations for related organization(s) | | X |
| m Performance of services or membership or fundraising solicitations by related organization(s) | | X |
| n Sharing of facilities, equipment, mailing lists, or other assets with related organization(s) | | X |
| o Sharing of paid employees with related organization(s) | | X |
| p Reimbursement paid to related organization(s) for expenses | X | |
| q Reimbursement paid by related organization(s) for expenses | X | |
| r Other transfer of cash or property to related organization(s) | | X |
| s Other transfer of cash or property from related organization(s) | | X |

2 If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds.

| | (a) Name of related organization | (b) Transaction type (a-s) | (c) Amount involved | (d) Method of determining amount involved |
|-------------------------------------|-------------------------------------|-------------------------------|------------------------|--|
| (1) Plan International, Inc. | | b | 36,859,408. | Accrual Acctg |
| (2) Plan International, Inc. | | p | 290,179. | Invoice Amt |
| (3) Plan International, Inc. | | q | 497,404. | Invoice Amt |
| (4) | | | | |
| (5) | | | | |
| (6) | | | | |

Part VI Unrelated Organizations Taxable as a Partnership. Complete if the organization answered "Yes" on Form 990, Part IV, line 37.

Provide the following information for each entity taxed as a partnership through which the organization conducted more than five percent of its activities (measured by total assets or gross revenue) that was not a related organization. See instructions regarding exclusion for certain investment partnerships.

| (a) Name, address, and EIN of entity | (b) Primary activity | (c) Legal domicile (state or foreign country) | (d) Predominant income (related, unrelated, excluded from tax under sections 512-514) | (e) Are all partners section 501(c)(3) organizations? | | (f) Share of total income | (g) Share of end-of-year assets | (h) Disproportionate allocations? | | (i) Code V-UBI amount in box 20 of Schedule K-1 (Form 1065) | (j) General or managing partner? | | (k) Percentage ownership |
|---|-------------------------|--|--|--|----|------------------------------|------------------------------------|--------------------------------------|----|--|-------------------------------------|----|-----------------------------|
| | | | | Yes | No | | | Yes | No | | Yes | No | |
| (1) | | | | | | | | | | | | | |
| (2) | | | | | | | | | | | | | |
| (3) | | | | | | | | | | | | | |
| (4) | | | | | | | | | | | | | |
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| (8) | | | | | | | | | | | | | |
| (9) | | | | | | | | | | | | | |
| (10) | | | | | | | | | | | | | |
| (11) | | | | | | | | | | | | | |
| (12) | | | | | | | | | | | | | |
| (13) | | | | | | | | | | | | | |
| (14) | | | | | | | | | | | | | |
| (15) | | | | | | | | | | | | | |
| (16) | | | | | | | | | | | | | |

IRS e-file Signature Authorization for an Exempt Organization

For calendar year 2018, or fiscal year beginning Jul 1, 2018, and ending Jun 30, 20 19

Department of the Treasury
Internal Revenue Service

Do not send to the IRS. Keep for your records.
Go to www.irs.gov/Form8879EO for the latest information.

2018

| | |
|--|---|
| Name of exempt organization <u>Plan International USA, Inc.</u> | Employer identification number <u>13-5661832</u> |
|--|---|

Name and title of officer
Ana Teresa Gutierrez-San Martin, President & CEO

Part I Type of Return and Return Information (Whole Dollars Only)

Check the box for the return for which you are using this Form 8879-EO and enter the applicable amount, if any, from the return. If you check the box on line 1a, 2a, 3a, 4a, or 5a, below, and the amount on that line for the return being filed with this form was blank, then leave line 1b, 2b, 3b, 4b, or 5b, whichever is applicable, blank (do not enter -0-). But, if you entered -0- on the return, then enter -0- on the applicable line below. Do not complete more than one line in Part I.

| | | | |
|--|--|----|--------------------|
| 1a Form 990 check here <input checked="" type="checkbox"/> | b Total revenue, if any (Form 990, Part VIII, column (A), line 12) | 1b | <u>66,727,809.</u> |
| 2a Form 990-EZ check here <input type="checkbox"/> | b Total revenue, if any (Form 990-EZ, line 9) | 2b | |
| 3a Form 1120-POL check here <input type="checkbox"/> | b Total tax (Form 1120-POL, line 22) | 3b | |
| 4a Form 990-PF check here <input type="checkbox"/> | b Tax based on investment income (Form 990-PF, Part VI, line 5) | 4b | |
| 5a Form 8868 check here <input type="checkbox"/> | b Balance Due (Form 8868, line 3c) | 5b | |

Part II Declaration and Signature Authorization of Officer

Under penalties of perjury, I declare that I am an officer of the above organization and that I have examined a copy of the organization's 2018 electronic return and accompanying schedules and statements and to the best of my knowledge and belief, they are true, correct, and complete. I further declare that the amount in Part I above is the amount shown on the copy of the organization's electronic return. I consent to allow my intermediate service provider, transmitter, or electronic return originator (ERO) to send the organization's return to the IRS and to receive from the IRS (a) an acknowledgement of receipt or reason for rejection of the transmission, (b) the reason for any delay in processing the return or refund, and (c) the date of any refund. If applicable, I authorize the U.S. Treasury and its designated Financial Agent to initiate an electronic funds withdrawal (direct debit) entry to the financial institution account indicated in the tax preparation software for payment of the organization's federal taxes owed on this return, and the financial institution to debit the entry to this account. To revoke a payment, I must contact the U.S. Treasury Financial Agent at 1-888-353-4537 no later than 2 business days prior to the payment (settlement) date. I also authorize the financial institutions involved in the processing of the electronic payment of taxes to receive confidential information necessary to answer inquiries and resolve issues related to the payment. I have selected a personal identification number (PIN) as my signature for the organization's electronic return and, if applicable, the organization's consent to electronic funds withdrawal.

Officer's PIN: check one box only

I authorize DYL & PERILLO, INC. to enter my PIN

| | | | | |
|---|---|---|---|---|
| 1 | 3 | 1 | 5 | 8 |
|---|---|---|---|---|

 as my signature
ERO firm name Enter five numbers, but do not enter all zeros

on the organization's tax year 2018 electronically filed return. If I have indicated within this return that a copy of the return is being filed with a state agency(ies) regulating charities as part of the IRS Fed/State program, I also authorize the aforementioned ERO to enter my PIN on the return's disclosure consent screen.

As an officer of the organization, I will enter my PIN as my signature on the organization's tax year 2018 electronically filed return. If I have indicated within this return that a copy of the return is being filed with a state agency(ies) regulating charities as part of the IRS Fed/State program, I will enter my PIN on the return's disclosure consent screen.

Officer's signature Date

Part III Certification and Authentication

ERO's EFIN/PIN. Enter your six-digit electronic filing identification number (EFIN) followed by your five-digit self-selected PIN.

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| 0 | 5 | 0 | 8 | 6 | 3 | 9 | 2 | 9 | 9 | 0 |
|---|---|---|---|---|---|---|---|---|---|---|

Do not enter all zeros

I certify that the above numeric entry is my PIN, which is my signature on the 2018 electronically filed return for the organization indicated above. I confirm that I am submitting this return in accordance with the requirements of **Pub. 4163**, Modernized e-File (MeF) Information for Authorized IRS e-file Providers for Business Returns.

ERO's signature Date

ERO Must Retain This Form — See Instructions
Do Not Submit This Form to the IRS Unless Requested To Do So