



INTER-AMERICAN FOUNDATION (IAF)
FY16 ANNUAL PERFORMANCE REPORT (APR)

TABLE OF CONTENTS

Contents

Section I: Executive Overview _____	1
Mission _____	2
Organizational Structure _____	3
Benefits of the IAF Approach _____	4
Cost Effectiveness and Looking Forward _____	6
Section II: Performance Section _____	7

Section I: Executive Overview

Created in 1969, the Inter-American Foundation (IAF) responds to innovative, participatory and sustainable self-help development projects proposed by grassroots groups and organizations in Latin America and the Caribbean. The IAF encourages partnerships among community organizations, businesses and local governments directed at improving the quality of life for poor people and strengthening their capacity to engage as citizens in their communities. To contribute to a better understanding of the development process, the IAF shares its experiences and the lessons it learns with its grantee partners as well as the broader development community.

The IAF is governed by a nine-person board of directors appointed by the President of the United States and confirmed by the U.S. Senate. Six members are drawn from the private sector and three from the public sector. The board is assisted by an advisory council. A president, appointed by the board, serves as chief executive officer, leading the IAF and its staff of 42 employees based in Washington, D.C. As illustrated in the Organizational Structure Section, the IAF is organized into six offices: (1) Office of the President and CEO; (2) Office of the General Counsel; (3) Office of Operations; (4) Office of External and Governmental Affairs; (5) Office of Networks and Strategic Initiatives; and (6) Office of Grant-making and Portfolio Management.

In Latin America and the Caribbean, relatively positive macroeconomic performance of recent years has deteriorated and economic growth has stagnated in much of the region. Poverty, glaring inequality and social exclusion persist and, together with chronic violence and insecurity, are at the root of the most serious challenges the United States faces in our relations with the countries of the region. In this context the IAF contributes to U.S. foreign policy objectives by providing its specialized expertise, experience and programmatic focus on citizen-led community development so that poor and marginalized groups have an opportunity to contribute to and participate in local economic growth and engage in civic life. The IAF coordinates with and complements other U.S. government agencies' development efforts and mobilizes local and international private contributions, including from local partners and community beneficiaries of the IAF's assistance.

The IAF is effective because it:

- Is responsive to the challenges, priorities and solutions emerging directly from organized poor communities, who demonstrate their ownership and responsibility towards improving their circumstances.
- Is results-oriented, investing in modest grants to support projects that yield high returns, help communities manage risk, and strengthen the capacity of local groups to continue working after the IAF's support ends.

- Offers unparalleled experience in grassroots development, know-how and opportunity for effective collaboration at low cost through its vast network of relationships with Latin American civil society organizations and social entrepreneurs.
- Finds and supports local community organizations that are taking the lead in addressing their own problems, committing their own resources and attracting significant co-funding from other sources to ensure that projects are effective and sustainable. On average, IAF grantee partners mobilize about \$138,000 for every \$100,000 contributed by the IAF.
- Complements other U.S. government development efforts by strengthening local capacity and preparing communities to respond to challenges and capitalize on opportunities.
- Is cost-effective and operates with minimal bureaucracy.
- Has the flexibility to adjust funding quickly in response to changing conditions and continue engagement at the community level despite emergent challenges.

In 2016, the IAF invested in 96 funding actions to organizations in 17 countries. Many of these grants directly benefit African descendants, indigenous communities, persons with disabilities, and disadvantaged women and youth, providing opportunities for these historically excluded groups to participate more fully in economic and civic life. Application of the Grassroots Development Framework, the IAF's analytical tool for ensuring that investments contribute meaningfully to real community development results, allows the agency to choose higher-impact projects and assess how its investments yield long-term development benefits that extend far beyond the grantees' immediate objectives.

Effective community development requires citizens themselves to play a leading role. All IAF grantee partners are required to contribute to their projects in cash or in kind, as the IAF's experience shows that community groups are more likely to succeed if they have a stake in the outcome. The IAF also expects grantees to mobilize additional resources and collaborate with their local and central governments, local businesses and other organizations so that progress continues after IAF funding ceases. As a result of these efforts, counterpart resources committed in 2016 totaled \$22.8 million, more than matching the IAF's commitment¹ of \$14.4 million.

MISSION

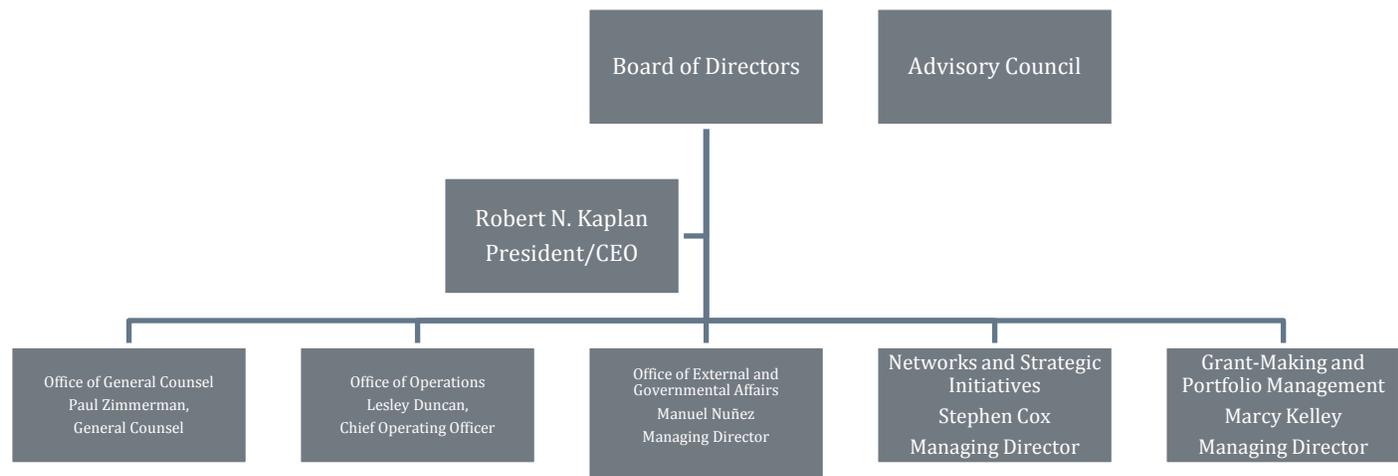
The Inter-American Foundation funds self-help and participatory development efforts in ways that provide economic opportunity, support democracy and governance, and strengthen the bonds of friendship and understanding in the Western Hemisphere. The IAF supports initiatives proposed by the organized poor in Latin America and the Caribbean to improve their quality of life. IAF staff,

¹ Includes \$12.1 million in obligations and \$2.3 million in commitments per the terms of the grant agreements.

representing the American government and people, maintain a supportive relationship with the IAF's grantee partners and the communities they serve during the course of projects and, frequently, beyond. The IAF's experiences are documented and shared with a broad and diverse audience.

The IAF vision is a Latin America and Caribbean region of thriving communities where people, working together, direct their own lives as individuals and citizens. The IAF will continue to respond to the best ideas from the region, empowering people by strengthening a vast infrastructure of community groups and nongovernmental organizations that has become a highly effective and transparent channel for U.S. foreign assistance. Because a broader resource base is crucial to an expanded IAF program, the IAF actively seeks additional resources from various sources. The IAF will build on its well-documented record of drawing local government, businesses, corporate foundations and transnational communities into grassroots development. By disseminating the lessons of its investment to other donors, to policymakers and to American taxpayers, the IAF can continue to contribute to a better understanding of the importance and effectiveness of citizen-led community development in which the organized poor play a leading role.

ORGANIZATIONAL STRUCTURE



BENEFITS OF THE IAF APPROACH

The IAF Serves U.S. Overseas Interests

The IAF's investments in Latin America and the Caribbean serve U.S. interests by:

- **Creating economic opportunity.** IAF investments catalyze economic activity and create jobs for the poor. The local economic impact is multiplied when grant resources are spent in the communities themselves.
- **Fostering secure communities.** IAF investments strengthen the local social fabric of civil society organizations to create a safer environment that is more intolerant of criminal activity.
- **Strengthening democratic practices.** IAF grantee partners are building a more inclusive civil society and a more democratic citizenry, which exercises its civic responsibilities, respects rights and holds officials accountable.
- **Addressing root causes of migration.** The IAF is working to address the root causes of migration, particularly in Central America and Mexico as part of the U.S. Strategy for Engagement in Central America. The IAF has shifted significant resources toward Central America and Mexico, which comprised 43 percent of funding commitments in FY 2016.
- **Providing a direct link to civil society.** Having worked with more than 5,000 grantee partners, the IAF's credibility and contacts among civil society groups across the region are a valuable resource for the U.S. government and other development organizations.
- **Acting with flexibility and agility.** IAF funding can be rapidly adapted to address changing contexts on the ground or to take advantage of emerging opportunities.
- **Maintaining a U.S. presence.** The IAF does not operate through foreign governments. Due to its direct funding to communities, it is often able to continue working in countries with limited U.S. presence or those undergoing emergent challenges.

The IAF Complements Other U.S. Government Development Efforts

The IAF's direct connection to civil society, broad networks, nuanced knowledge of local contexts and specialized expertise directly complement other U.S. development efforts by:

- **Strengthening local capacity to sustain development efforts.** The IAF identifies and supports promising ideas introduced by grassroots groups. Investing in their knowledge, skills, ingenuity, organizational strength and operational capacity improves their ability to sustain their own efforts.

- **Preparing communities to capitalize on opportunities.** The IAF's investments help disadvantaged groups take part in economic opportunities created by large investments in infrastructure or other development programs.
- **Creating new U.S. government partners.** Community-based groups and enterprises that improve their organization, management and operations with the IAF's help are better prepared to become new partners in other U.S. government and business initiatives.
- **Providing direct access to civil society.** The IAF's relationship with partner organizations is direct and adaptive to changing circumstances throughout the period of the grant and beyond. This approach has earned IAF legitimacy and trust from civil society groups, increasing the chances of grantees' success and establishing relationships that can benefit other U.S. government stakeholders.

The IAF Provides a Cost-Effective Approach

The IAF delivers development assistance that is smart and highly cost-effective by focusing on the following:

- **Value.** The IAF selectively funds 10-15 percent of the proposals it receives. The IAF works to keep overhead low, including by outsourcing many administrative and technical functions.
- **Leverage.** The IAF multiplies the impact of its grants and maximizes returns by requiring all of its grantee partners to invest their own resources and obtain additional outside funding. Over the last five years, each dollar invested by the IAF leveraged \$1.38 from grantees or others.
- **Private-sector partnerships.** The IAF actively collaborates with the private sector in joint funding initiatives, including with members of IAF-initiated Latin American business-sector alliance, RedEAmérica, helping parent corporations move beyond philanthropic giving toward a more commercially integrated and sustainable approach.
- **Accountability and results.** The IAF holds all grantee partners accountable for the responsible use of U.S. public funds and successful implementation of their projects through regular financial audits and required progress reporting at six-month intervals. The IAF's rigorous evaluation methodology includes independently verifying the data reported.

The IAF Focuses on the Inclusion of Marginalized Groups

The IAF puts a priority on the inclusion of the region's most disadvantaged citizens — including African descendants, indigenous peoples, women, children and young people, and persons with disabilities — in the economic advances and civic life of their countries. Specifically, the IAF:

- Helps build the capacity of **indigenous people** to take full advantage of economic opportunities while preserving social and cultural heritage.

- Supports **African descendent communities** concentrated in the poorest areas in Latin American and the Caribbean, with at least 20 percent of grants targeting these communities.
- Invests in opportunities for **women** to acquire skills that can create income for their households and enable them to take part in the planning and leadership of development and business ventures alongside men.
- Creates opportunities to access training, education and job/business experience for **young people** of working age that better prepare them for the future as productive citizens.

COST EFFECTIVENESS AND LOOKING FORWARD

The relatively small dollar investments made by the IAF in Latin America and the Caribbean have deep and far-reaching ripples throughout the region. By thoughtfully deploying a small but effective staff of 42 full time employees, the IAF provides an important specialized tool to advance key U.S. initiatives and foreign policy goals in Latin America and the Caribbean.

The IAF's extensive network of grassroots partners throughout the region is a unique and important asset in the effort to broaden prosperity, social inclusion and community resilience in the hemisphere. The IAF is investing strategically in strengthening this network by developing cost-effective tools to foster and facilitate learning and collaboration among the diverse array of local organizations that are its members. Deepening and expanding this network is an agency priority, both for its direct contribution to achieving the IAF's mission and for the value proposition it offers to potential new partners and collaborators, including other U.S. government agencies.

Looking forward, the IAF is committed to the task of broadening its resource base beyond the congressional appropriation and Social Progress Trust Fund (SPTF) disbursements, especially in light of declining SPTF funds.² The IAF has been careful to keep overhead rates low and stable, efficiently using resources to ensure that a high and growing percentage of funds support program activities in the field. Moreover, the agency has taken steps to bolster agency efforts to engage the private business and philanthropic sectors by hiring a full-time donor engagement coordinator in FY 2016 and exploring ways to increase the flexibility of its current legislative authority in order to further facilitate receipt of financial donations.

² Remaining SPTF balance is expected to be less than \$2 million by FY 2020.

Section II: Performance Section

The IAF's FY 2016 Annual Performance Report (APR):

- Provides results of the IAF's progress achieving the goals and objectives set for FY 2016 as described in its Strategic Plan.
- Updates the goals for FY 2017 based on FY 2016 actuals and current trends YTD.

FY 2016 STRATEGIC GOALS AND SUPPORTING PERFORMANCE MEASURES

Strategic Goal One: Support the coordinated efforts of the poor to improve their material circumstances, strengthen their organizations, and enhance the social and economic environment for community-led development.

Problem/Need/Challenge Addressed

Thriving communities depend on their citizens' capacity to engage each other in public and private association and to shape and respond to economic and social opportunities. The IAF promotes grassroots development through initiatives conceived, led and implemented by community-based organizations of the poor and closely-linked support organizations, often nongovernmental organizations (NGO). Communities that have the capacity to take the lead in thinking and working through their own development challenges form the democratic foundation that is the region's best hope for lasting peace, security, and economic progress.

By supporting these efforts of the organized poor, the IAF materially advances U.S. interests in the region. By being careful to base investments on evidence about what works in grassroots projects, we are adding to an empirically grounded body of knowledge about how to address these challenges more effectively.

Strategy and Key Performance Measures

The IAF identifies and supports the best ideas for improving standards of living and enhancing civic participation in democratic processes and institutions. Significantly, these ideas come from the communities themselves, and local civil society organizations supporting these communities. We also seek promising new ways to generate knowledge and transformative results for our partner organizations and their communities. We continually sharpen our funding criteria to implement this strategy and align our evaluation system with our evolving needs.

The IAF helps improve the material conditions and associative capacity of communities by supporting projects in a diverse array of thematic areas: income generation; small business development; community-based natural resource management; water supply and sanitation; sustainable agricultural development; improved access to domestic and foreign markets; enhanced public security and community resilience in contexts of chronic violence; improved housing and nutrition; cultural expression and identity; collaborative linkages between rural and urban communities; and others.

Before funding begins, all IAF-supported organizations identify specific indicators that are measured periodically — usually twice a year — to provide empirical evidence of results generated. In addition, the IAF offers its partners support for mid-course learning activities to enable partners to reflect on the progress of their initiatives and identify and respond to challenges and opportunities not evident before the projects began. The IAF periodically conducts ex-post evaluations of a subset of its projects, revisiting the participating communities five years after project completion, to assess evidence of long-term impacts.

Finally, the IAF is engaging with funding partners — public and private and in the United States and abroad — to channel greater and more sustainable flows of financial support to strong projects throughout the region. In FY16 the IAF raised \$528,000 in grants from private foundations in the United States and Mexico.

Performance Measure Results and Discussion

Performance Measure 1.1: Funding actions in the fiscal year that enhance communities' capacities to design and execute development projects and materially improve the quality of life of beneficiaries, as evidenced by measurable indicators					
	FY 2014 Results	FY 2015 Results	FY 2016 Goal	FY 2016 Results	FY 2017 Goal
Number of funding actions	107	113	110	96	120
<p><i>IAF responds to an average of 600 proposals each year from which we completed 50 new funding actions in FY 2016. Additionally, we supported 46 supplemental funding actions to grassroots and nongovernmental organizations that showed great promise in reaching and expanding on their objectives. Our reduced volume of funding actions reflects: a) the Program Office was understaffed until the end of the fiscal year, and b) a need to obligate five years of lease payments for IAF offices reduced available grant funding in FY2016. With additional staffing and available funds, we expect the funding actions to increase in FY 2017 to 120.</i></p>					
Performance Measure 1.2: Percentage of projects ending in the prior fiscal year that met or exceeded outcome goals specified for each project					
	FY 2014 Results	FY 2015 Results	FY 2016 Goal	FY 2016 Results	FY 2017 Goal
Percentage of projects that met outcome goals.	80%	76%	80%	88%	85%
<p><i>Of the 41 projects that reported and whose funding ended in FY 2016, 88 percent (36 of 41) met or exceeded the goals specified for each project. Those that did not meet the planned goals reported reasons such as lack of interest to invest in greenhouse technology, low administrative skill levels, other partners' renegeing on their funding commitments, and over-ambitious goals on the part of grantees.</i></p>					

Performance Measure 1.3: Specific accomplishments reported by grantee partners active in the fiscal year, evidenced by measurable indicators, that improved the quality of beneficiaries' lives, changed the social and economic contexts in which they act, or enhanced their communities' capacity to take the lead in their own development					
	FY 2014 Results	FY 2015 Results	FY 2016 Goal	FY 2016 Results	FY 2017 Goals
Number of beneficiaries trained, jobs created/saved, individuals with improved health, and partnerships developed.	430,806	286,966	300,000	274,398	280,000
<p><i>Of 282 active grantee partners in FY2016, the 270 grantee partners reported specific accomplishments as follows:</i></p> <ul style="list-style-type: none"> <i>274,398 (65,987 direct + 208,411 indirect) individuals benefited from project activities during FY16.</i> <i>Grantee partners collaborated with 727 new partners, and at least 43 percent of grantee partners shared project activities with others, enhancing their communities' capacity to take the lead in their own development.</i> <i>Mobilized and brokered \$4.5 million beyond the counterpart funds committed.</i> 					

Strategic Goal Two: Promote the social inclusion and civic participation of traditionally marginalized groups

Problem/Need/Challenge Addressed

Members of traditionally marginalized groups — including women, African descendants, indigenous peoples, and people with disabilities — are disproportionately represented among the poor in Latin America and the Caribbean. They, and other vulnerable populations, are also most likely to be excluded from the civic life of their communities.

The IAF focuses on funding grants for projects, support for exchanges, interaction among partner communities and organizations, and investment in producing new knowledge around what works best in promoting greater and more effective participation of traditionally marginalized groups.

Strategy and Key Performance Measures

The IAF makes a deliberate effort to identify and work with communities of traditionally marginalized groups and with the associations and networks that represent their interests. Special outreach helps bring new ideas from these groups into our program pipeline. The IAF also supports conferences, exchanges, collaborative analytical efforts and other measures to help these communities network and learn from each other.

Performance Measure Results and Discussion

Performance Measure 2.1: Funding actions in the fiscal year that enhance the opportunities for traditionally marginalized groups to become effective actors in the design and execution of projects that improve their quality of life and their participation in the development process					
	FY 2014 Results	FY 2015 Results	FY 2016 Goal	FY 2016 Results	FY 2017 Goals
Number of grants funded to traditionally marginalized groups	62	78	75	61	75
<p><i>In FY 2016, the IAF obligated 61 funding actions that enhance opportunities for marginalized groups. While falling short of the goal in FY 2016, almost 64 percent of funding actions went to projects that directly focus on the inclusion of Afro-descendants (9), Indigenous people (16), Women (16), Youth groups (20) and LGBTI (4). With increased total funding actions in FY 2017 and our increased effort to promote inclusion, we expect the number of grants funded to traditionally marginalized groups to increase as well.</i></p>					
Performance Measure 2.2: Events, exchanges and other knowledge-generation efforts to enhance the participation of traditionally marginalized groups in the development process and contribute to what is known about how these groups can most effectively take action to improve their quality of life					
	FY 2014 Results	FY 2015 Results	FY 2016 Goal	FY 2016 Results	FY 2017 Goals
Number of events with traditionally marginalized groups	37	32	35	36	45
<p><i>The IAF sponsored participation in numerous events, exchanges, and other efforts that enhanced the involvement of traditionally marginalized groups in the developments process. The IAF sponsored 36 such events in FY 2016, slightly exceeding our goal. Some illustrative examples of FY 2016 events include bringing 23 beneficiaries from IAF grants together for a training event by Jass Mesoamerica, and supporting an exchange event with 100 participants from four organizations in El Salvador to begin building a network of IAF-supported and other youth organizations to learn about common linkages and projects, form alliances, and implement actions. We expect to sponsor up to 45 events in FY 2017 to continue our knowledge-generation efforts in under-developed regions of Latin America and the Caribbean.</i></p>					

Performance Measure 2.3: Specific accomplishments, reported by project partners active in the fiscal year, evidenced by measurable indicators that improved the quality of life of traditionally marginalized groups and their opportunities to participate in the development process					
	FY 2014 Results	FY 2015 Results	FY 2016 Goal	FY 2016 Results	FY 2017 Goals
Number of beneficiaries trained, jobs created/saved, individuals with improved health, and partnerships developed.	75,800	48,205	50,000	50,838	75,000
<p>In FY2016 a total of 44,026 individuals received training, another 2,664 gained access to medical attention, and another 4,148 benefited from improved diets as a result of IAF projects. The following also illustrate the benefit incidence for our portfolio in different categories of marginalized populations.</p> <ul style="list-style-type: none"> • 55 percent of grants ending in FY16 benefited women. • 46 percent of grants ending in FY16 directly benefited indigenous people. • 10 percent of grants ending in FY16 directly benefited individuals of African descent. 					

Strategic Goal Three: Make knowledge-generation and knowledge-management an integral part of our work, informing new approaches for smarter investments by the IAF and others.

Problem/Need/Challenge Addressed

The economic, social, political and technological contexts in which our community-based partners live and work are changing at unprecedented speed. Consequently, the need for careful, continuous attention to the generation, analysis, distribution and application of new knowledge and data about citizen-led development is more important now than ever before.

The IAF was created to be agile and innovative, helping to identify, test, and reflect upon changing opportunities for citizen-led development. As part of every funding action, we will define what we hope to learn, why those lessons are important, and what evidence we will capture and use to produce new knowledge about the development process. In this more rigorously empirical approach to our grant making, every funding action will explore what works, what doesn't work and why.

Strategy and Key Performance Measures

The IAF's core strategy for knowledge-generation is to ensure that each funding action has a component embedded in its design, to support real-time assessment during project implementation on what works and why. Additional support for learning enhancement measures

enables grantee partners to examine issues and lessons that become apparent in the course of project implementation.

Our Grassroots Development Framework uses a well-established system of performance indicators and frequent visits by locally contracted data verifiers to collect evidence throughout each project on progress toward results. This effort is summarized in a project history at the end of each grant and by a program of ex-post evaluations of a subset of projects five or more years after completion to assess the long-term impact and sustainability of our investment.

A complementary strategy relies on the extraordinary capacity of our grantee partners to teach and learn from each other — the best teacher for a farmer is a similarly-situated farmer who has been successful. The IAF invests considerable resources in meetings, exchanges, workshops and other events that enable our partners to share what they are learning about citizen-led development. This is a particularly cost-effective method for rapidly disseminating new knowledge on Next/Best Practices. By supporting these efforts the IAF multiplies its development impact far beyond the limited capacity of direct intervention.

Another complementary strategy is the IAF’s Grassroots Development Fellowships support of cutting-edge field research by Ph.D. candidates in U.S. universities, contributing to the cadre of specialists in development and increasing exposure to grassroots development as they become professionals and assume leadership roles throughout the region.

In FY 2017, the IAF is investing in a major external review of its knowledge management and evaluation systems and practices. This review will produce concrete recommendations for the structure and operation of these systems for FY 2017 and beyond.

Performance Measure Results and Discussion

Performance Measure 3.1: Funding actions, events, conferences, exchanges, and other efforts that directly enhance the opportunities for generating and disseminating new knowledge about development and for promoting interactive learning among IAF partners in the region and other development actors and thought leaders					
	FY 2014 Results	FY 2015 Results	FY 2016 Goal	FY 2016 Results	FY 2017 Goals
Number of grants, supplemental grants, and travel grants that supported events, conferences, exchanges, and other interactions among partners that generate or disseminate information.	76	76	80	71	80

IAF FY 2016 APR

	FY 2014 Results	FY 2015 Results	FY 2016 Goal	FY 2016 Results	FY 2017 Goals
Number of supported participants in activities that directly enhance information dissemination.	273	621	400	794	800
<p><i>Support for peer-to-peer learning is a critically important strategy in the IAF's program--one that we are building into most of our grant agreements. The IAF funded 71 grants (including travel grants) and supported 794 participants in FY 2016 exceeding the participation goal by 98 percent in FY16 due to a deliberate effort to connect and network more than in previous years. We expect the number of grants that generate or disseminate information to continue to increase as we work to expand and deepen the Networks portion of our portfolio in FY 17.</i></p>					
<p>Performance Measure 3.2: Publications and other media products, including ex-post assessments of IAF grants, that effectively distribute to strategically targeted audiences new knowledge about citizen-led development</p>					
	FY 2014 Results	FY 2015 Results	FY 2016 Goal	FY 2016 Results	FY 2017 Goals
Number of publications and other media products on citizen-led development.	50	50	50	76	80
<p><i>The IAF surpassed its goal for number of publications in FY 2016. The IAF website continues to be the principal distribution mechanism for the information contained in IAF publications. A small number of publications in print were provided to select audiences including private sector partners, congressional audiences and active grantees</i></p> <p><i>Publication strategy continues to prioritize digital channels both for communication and cost-effectiveness reasons. This has included multi-media efforts and development of an online blog and a Newsletter focused in the work with grantees. Blog postings to date have included topics such as organic certification, smallholder agriculture, women in development, networks and exchanges of grantees and the IAF's grassroots development model.</i></p> <p><i>Over the last few years, the IAF has been returning to the site of projects for which funding ended about five years earlier to meet with former grantee partners and assess what has happened since. Based on these visits and a review of all previously collected data, the IAF's evaluation office prepares in-depth reports and executive summaries, which are shared on the website. There are currently 30 ex-post assessments available for public viewing.</i></p>					
<p>Performance Measure 3.3: Funded research and knowledge-generation activities, including fellowships in support of doctoral research that adds to the body of knowledge related to citizen-led development</p>					
	FY 2014 Results	FY 2015 Results	FY 2016 Goal	FY 2016 Results	FY 2017 Goals
Number of fellowships for research that support citizen-led development.	16	14	15	16	15
Number of grants and supplemental grants that support research, study,	43	46	46	40	45

IAF FY 2016 APR

analysis, or knowledge products related to citizen-led development.					
<p><i>In FY 2016, the IAF funded 40 grants, and expects to fund more in FY17, that support research, study, analysis, or knowledge products related to citizen-led development meeting our goal. The development of new knowledge products is an increasingly important priority for the IAF's program. Some examples of work supported in FY 2016:</i></p> <ul style="list-style-type: none"> <i>A grant to Centro Nacional de Consultoria to conduct applied research and a training program with Nasa indigenous communities in the municipalities of Jambaló and Caldono, Colombia in order to validate a new set of indicators, which will contribute towards the measurement of quality of life of indigenous communities;</i> <i>Support for 30 participants in the annual conference of Latin American Studies Association (LASA). For many years, the IAF has supported the participation of scholars in the annual LASA meeting whose scholarly work and professional interests coincide with the Foundation's priorities;</i> <i>Grassroots Development Fellowships awarded to 16 Ph.D. candidates from universities in the United States to conduct dissertation research in Latin America during the coming year, one more than our original goal. The Fellows were selected on the strength of their academic record, their proposals, and their potential contribution to the study of grassroots development.</i> 					
<p>Performance Measure 3.4: Institutional knowledge-management plan implemented.</p>					
	FY 2014 Results	FY 2015 Results	FY 2016 Goal	FY 2016 Results	FY 2017 Goals
Implementation of grant management system.	NO	NO	YES	NO	YES
<p><i>The IAF is in the process of testing and implementing a new web-based grants management database system to replace our antiquated proprietary system and enable us to more efficiently catalog and report on grant impacts. We expect to "go live" with the system in the third quarter of FY 2017.</i></p> <p><i>In addition, the IAF's Networks and Strategic Initiatives Office is working with partners to develop RedColaborar, a partner-engagement platform to promote peer-to-peer knowledge exchange, cooperation and learning among the IAF's thousands of current and former grantee partners. Finally, this Office is also engaging external consultants to review and recommend other improvements in our broader knowledge management approach.</i></p>					

Strategic Goal Four: Increase awareness, understanding, and support for the IAF and its programs among key audiences in order to draw more resources into grassroots development.

Problem/Need/Challenge Addressed

A broader resource base is crucial to the IAF's vision of increased support for grassroots development. In order to attract additional resources in support of its mission and program, the IAF must increase the degree to which its work is recognized, understood and adequately resourced.

Strategy and Key Performance Measures

The IAF will take advantage of opportunities to increase its visibility and strengthen its position as an effective and experienced leader in grassroots development. It will employ an integrated multi-media communications effort and pursue partnerships with key private foundations, private-sector firms and other U.S. government agencies. The IAF will offer its capabilities, expertise and operational efficiencies to allow partners to invest resources efficiently and effectively through the IAF, rather than bearing the cost of operational inefficiencies associated with unilateral investment. This increased awareness of the IAF, its demonstrated results, and its value proposition should increase the number of partners and volume of resources available. The IAF will also continue to expand opportunities in the Latin American business sector through RedEAmérica, the IAF-initiated network of corporate foundations that currently represents more than 360 Latin American companies committed to investing in grassroots development. Also, the IAF will continue to require grantee partners to contribute counterpart funding toward their projects and encourage them to obtain additional support for their efforts from local government, businesses and philanthropic institutions. Lastly, the IAF is increasing its efforts to find other co-funding partnerships in which other donors give to the IAF to support shared programmatic ends, as currently seen in our partnerships with the C.S. Mott and Sertull Foundations.

Performance Measure Results and Discussion

Performance Measure 4.1: Metrics on visits to the IAF website and utilization of associated online information and resources					
	FY 2014 Results	FY 2015 Results	FY 2016 Goal	FY 2016 Results	FY 2017 Goals
Number of website visitors	77,880	103,967	120,000	130,000	130,000
<p><i>The IAF website has continued to increase user traffic and exceeded its FY 2016 goal for website visitors. The recorded number of visitors during a six-month period was 80,222. Unfortunately there was a technical error that disconnected the analytics account from the website during redevelopment in November 2015. Consistent traffic from May 2016 through September 2016 shows around 10,000 unique sessions per month, which leads us to estimate the annual total between 130,000 and 140,000. A full suite of social media platforms, Facebook with 419 postings (1,600 “likes”), and Twitter with 800 followers, has increased traffic in FY16.</i></p> <p><i>This year the IAF has edited and posted more than 15 videos about IAF grantee partners and exchanges across the region. In FY16 IAF videos have been played more than 4,800 times. In FY17 the IAF will continue to prioritize digital communication outreach efforts and will deliver quarterly communications campaigns targeted toward the more than 35,000 individuals currently subscribed to receive information from the agency.</i></p>					
Performance Measure 4.2: External speaking engagements or participation of IAF staff in public forums					
	FY 2014 Results	FY 2015 Results	FY 2016 Goal	FY 2016 Results	FY 2017 Goals
Number of external speaking events with IAF participation	12	15	15	21	21
<p><i>In 2016 IAF staff and in country contractors participated in 21 external speaking engagements including:</i></p> <ul style="list-style-type: none"> <i>• Guest teaching at GWU's Elliott School of International Affairs;</i> <i>• Presentation to U.S.-Colombia Action Plan on Racial and Ethnic Equality (CAPREE) at a plenary meeting disseminating information about the IAF and social inclusion;</i> <p><i>The IAF exceeded its FY 2016 goal for external speaking engagements with IAF participation and plans to maintain this level in FY17.</i></p>					
Performance Measure 4.3: Media coverage, press releases and grantee project recognition.					
	FY 2014 Results	FY 2015 Results	FY 2016 Goal	FY 2016 Results	FY 2017 Goals
Number of media events, imprints and mentions	16	18	20	62	65

IAF FY 2016 APR

The IAF exceeded its goal for FY 2016. IAF monitors both earned and social media coverage that involves the agency as well as grantee partners. Though more difficult to track, grantee press and media coverage is one of the optional indicators that IAF grantee partners can choose to monitor over the course of their grant. More than 50 percent of IAF grantees have opted for and report on this dissemination indicator at six-month intervals.

Performance Measure 4.4: Total committed dollar amount of in-kind and cash resources contributed and mobilized by grantees

	FY 2014 Results	FY 2015 Results	FY 2016 Goal	FY 2016 Results	FY 2017 Goals
Dollar value committed in counterpart from grantees	\$20.3 million	\$19.2 million	\$22.1 million	\$22.8 million	\$24.0 million

IAF grant making is more than matched by the investment made or mobilized by our grassroots partners. On average over the last five years, our partners bring \$1.38 for every \$1.00 of IAF support. Additional funds for Central America in FY 2017 are reflected in the higher counterpart goal for that year.

Performance Measure 4.5: Funds secured as a result of private-sector, inter-governmental or individual donation, investment or other sponsorship of IAF activities

	FY 2014 Results	FY 2015 Results	FY 2016 Goal	FY 2016 Results	FY 2017 Goals
Dollar value of outside funding sources	\$170K	\$125K	\$1.0 million	\$78K	\$1.5 million

IAF continues to prioritize diversifying its funding sources beyond the congressional appropriation and SPTF reimbursement. In FY 2016, the IAF did not meet its \$1 million goal, but has taken steps to bolster agency efforts to help aggressively engage the private business and philanthropic sectors by hiring a full-time donor engagement coordinator and exploring ways to increase the flexibility of its current legislative authority in order to further facilitate receipt of gifts. Furthermore, the IAF has realigned its program office to be able to commit more senior program management time to cultivating institutional co-investment partnerships in an effort to meet its fundraising goals.

Strategic Goal Five: Modernize and strengthen our operations.

Problem/Need/Challenge Addressed

Feedback from the Grantee Perception Report conducted at the end of 2014 suggested opportunities to streamline our process for approving and monitoring grants and to reduce the administrative burden on our grantees while maintaining prudent controls and appropriate accountability. The IAF operates a grants-management system that has served the agency for many years but does not offer many of the integrative and analytic features available on the market today, which will be incorporated in the new Grants Management System due out in FY 2017.

Strategy and Key Performance Measures

The IAF will continuously conduct a thorough review of its process for approving, monitoring and evaluating grants to identify opportunities to improve effectiveness and reduce the administrative burden on our grantee partners, while maintaining prudent controls and appropriate accountability. We will continue outsourcing to specialized government agencies many support services, including procurement, accounting, travel, human resources, payroll, and equal employment opportunity. We will review these contracts in detail for more efficient and effective ways of conducting operations to assure the best value to the agency. Finally, we revised our system of performance evaluations and augmented our teamwork and backstopping arrangements.

Performance Measure Results and Discussion

Performance Measure 5.1: Metrics associated with elapsed time from receipt of proposal to definitive decision on funding					
	FY 2014 Results	FY 2015 Results	FY 2016 Goal	FY 2016 Results	FY 2017 Goals
Number of days from proposal to President's approval or rejection notification	186	171	165	170	165
<p><i>IAF continues its efforts to shorten the length of time required to fund new grants. Over the last four years, we have shortened the time span by almost 10 percent from receipt of proposal to decision on funding and will continue to try to do so in FY17 with a goal of 165 days.</i></p>					

IAF FY 2016 APR

Performance Measure 5.2: Re-engineering system of grants approval, monitoring, and evaluation supported by versatile grants-management system in place					
	FY 2014 Results	FY 2015 Results	FY 2016 Goal	FY 2016 Results	FY 2017 Goals
Implementation plan developed	YES	N/A	N/A	N/A	NA
System in place	N/A	NO	YES	NO	YES
<i>IAF's new Grants Management System is in the final testing stages, and will be deployed internally by quarter three of FY2017</i>					
Performance Measure 5.3: New performance evaluation system in place.					
	FY 2014 Results	FY 2015 Results	FY 2016 Goal	FY 2016 Results	FY 2017 Goals
System in place	NO	YES	N/A	YES	NA
<i>IAF revised and updated our Performance Management Policy, which is now fully implemented.</i>					
Performance Measure 5.4: Improved results on Grantee Perception Survey compared with 2011					
	FY 2014 Results	FY 2015 Results	FY 2016 Goal	FY 2016 Results	FY 2017 Goals
Higher positive response versus 2011	N/A	YES	N/A	N/A	NA
<i>The CEP's Grantee Perception Survey conducted in 2014 and released in 2015 showed the IAF significantly outperforming the cohort of international engaged foundations. The CEP's Grantee Perception Survey is conducted every three years, the next survey results will be available in 2017.</i>					