



Inter-American Foundation  
An Independent Agency of the U.S. Government

February 12, 2018

As per Circular A-11 (Section 260-5), the Inter-American Foundation (IAF) is pleased to present its Fiscal Year 2017 Annual Performance Report (APR), that outlines the results of this final year of our Fiscal Year 2013 – 2017 strategic plan.

This fiscal year, the IAF funded 122 projects in 20 Latin American and Caribbean (LAC) countries to the tune of \$16.9 million, which community partners matched with an additional \$19.5 million in counterpart resources for a total investment of \$36.4 million. The IAF's FY17 investments supported broader U.S. Government efforts to expand prosperity in economically depressed communities across LAC; enhance peace and security in Mexico and the Northern Triangle of Central America by creating alternatives to migration, crime, and violence; improve licit livelihoods in the Andean region; build the capacity of civil society organizations across the region to strengthen governance and advance democratic principles; and unlock community, private, and public resources for grassroots development.

The IAF's total current grants portfolio remains strong, with 306 active projects representing a commitment of \$73.7 million from the IAF and \$98.0 million from our grantee partners.

In November 2017, the IAF completed a new Fiscal Year 2018-2022 Strategic Plan that responds to the evolving social, economic, and political challenges in Latin America and the Caribbean. Performance results for the next five years outline our strategic goals, plans for meeting them and articulate a shared purpose and direction for ensuring that the IAF's community-level investments have a durable and transformative impact in the region.

Respectfully,

Paloma Adams-Allen  
President & CEO

# The Inter-American Foundation

## Fiscal Year 2017 Performance Results and Discussion

*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.*

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 2015 Results	FY 2016 Results	FY 2017 Goal	FY 2017 Results
Number of funding actions	113	96	120	122
<i>The IAF responded to an average of 750 proposals each year from which the agency completed 83 new funding actions in fiscal year 2017 (FY17). Additionally, the IAF supported 39 supplemental funding actions to grassroots and nongovernmental organizations that showed great promise in reaching and expanding on their objectives.</i>				
Performance Measure 1.2: Percentage of projects ending in the prior fiscal year that met or exceeded outcome goals specified for each project				
	FY 2015 Results	FY 2016 Results	FY 2017 Goal	FY 2017 Results
Percentage of projects that met outcome goals.	76%	88%	85%	81%
<i>The IAF has completed the review of 95 percent of the grants that closed in FY17. The remaining grants will be finished by March 31, 2018. A total of 35 grants were closed during the period and have presented their final reports. Of these 28 (80%) met their outcome goals.</i>				
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 2015 Results	FY 2016 Results	FY 2017 Goal	FY 2017 Results
Number of beneficiaries trained, jobs created/saved, individuals with improved health, and partnerships developed.	286,966	274,398	280,000	243,312
<i>This FY17 result is about 15 percent lower than anticipated due to fewer grants terminating.</i>				

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

<p>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</p>				
	FY 2015 Results	FY 2016 Results	FY 2017 Goal	FY 2017 Results
Number of new grants awarded to traditionally marginalized groups	78	61	75	71
<p><i>In FY17 the IAF obligated 71 funding actions (including new grants and supplemental funding for existing projects) that enhance opportunities for marginalized groups. Almost 86 percent of funding actions supported 71 projects that directly focus on the inclusion of Afro-descendants (20), indigenous people (24), women (35), youth groups (35), persons with disabilities (3), seniors (2), and LGBTI (4). While falling short of the FY17 goal, we funded 15 percent more projects with excluded population than in FY16.</i></p>				
<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</p>				
	FY 2015 Results	FY 2016 Results	FY 2017 Goal	FY 2017 Results
Number of events with traditionally marginalized groups	32	36	45	53
<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 53 such events in FY17, exceeding our goal, and increasing the tally over 2016 by nearly 50 percent. Some illustrative examples of FY17 events include:</i></p> <p><i>Sixty grantees from 25 organizations from all over the hemisphere participated in a regional event in Brazil on sustainable agriculture. Staff convened over 14 exchanges involving staff and participants from partner organizations. Trainings organized in collaboration with our technical partner WAKE involved 37 participants from women's organizations receiving instruction on IT and social media technologies.</i></p>				
<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</p>				
	FY 2015 Results	FY 2016 Results	FY 2017 Goal	FY 2017 Results
Number of beneficiaries trained, jobs created/saved, individuals with improved health, and partnerships developed.	48,205	50,838	75,000	38,227
<p><i>The number is almost 25 percent less than FY16 because more grants were given time extensions with no additional funding than anticipated. For example, inflation in Brazil allowed for the continuation of grant activities with existing funds.</i></p> <p><i>The following points also illustrate the benefit incidence for our portfolio in different categories of marginalized populations.</i></p>				

- 66 percent of grants ending in FY17 benefited women.
- 19 percent of grants ending in FY17 directly benefited indigenous people.
- 10 percent of grants ending in FY17 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.**

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 2015 Results	FY 2016 Results	FY 2017 Goal	FY 2017 Results
Number of grants, supplemental grants, and travel grants that supported events, conferences, exchanges, and other interactions among partners that generate or disseminate information.	76	71	80	84
	FY 2015 Results	FY 2016 Results	FY 2017 Goal	FY 2017 Results
Number of supported participants in activities that directly enhance information dissemination.	621	794	800	2,398
<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 supported 84 events, conferences, and exchanges between grantee organizations and partners. In FY17 we exceeded the goal by nearly 300 percent due to a deliberate effort to connect and network more than in previous years.</i></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				
	FY 2015 Results	FY 2016 Results	FY 2017 Goal	FY 2017 Results
Number of publications and other media products on community -led development.	50	76	80	77
<p><i>The IAF fell shy of its goal for number of publications in FY 2017, however online publications otherwise were on track to meet if not exceed the FY17 goal. The IAF’s website will continue to be the principal distribution mechanism for IAF publications in the next fiscal year.</i></p> <p><i>A small number of publications in print (e.g. Grassroots Development, 2016 Year In Review) were provided to select audiences including private sector partners, congressional audiences and active grantees. The agency did not produce a Congressional Budget Justification during FY17. Publication strategy will continue to prioritize digital channels both for communication and cost-effectiveness reasons. The IAF continued to improve its multi-media blog and a Newsletter, which included promotion of a multi-part video series on peacebuilding initiatives in Colombia. Two blog postings were published each month, on topics like youth leadership, smallholder agriculture, creating economic opportunity, civil society strengthening, organic certification and women in development. The IAF also enhanced its “News” section on the website, where the agency posts agency-produced press releases and expanded coverage of grantee partners in the domestic or international press.</i></p>				

## IAF: FY17 Performance Results

### Page 4

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				
	FY 2015 Results	FY 2016 Results	FY 2017 Goal	FY 2017 Results
Number of fellowships for research that support community -led development.	14	16	15	15
Number of grants and supplemental grants that support research, study, analysis, or knowledge products related to citizen-led development.	46	40	45	56
<p><i>Grassroots Development Fellowships awarded to 15 Ph.D. candidates from universities in the United States to conduct dissertation research in Latin America during the coming year. The Fellows were selected on the strength of their academic records, their proposals, and their potential contribution to the field of grassroots development.</i></p> <p><i>Our Travel Grants support a variety of activities that promote research and analysis on grassroots and community-led development. In FY17, 37 such travel grants were made. An additional 19 grants associated with our Colombia Peace Initiative supported focused study and analysis on issues associated with civil society participation in building a durable peace in Colombia, accounting for the 20 percent increase in 2017.</i></p>				
Performance Measure 3.4: Institutional knowledge-management plan implemented.				
	FY 2015 Results	FY 2016 Results	FY 2017 Goal	FY 2017 Results
Implementation of grant management system.	NO	NO	YES	YES
<p><i>The IAF tested and launched the first phase of a web-based grants management system to replace our antiquated proprietary system and enable us to more efficiently catalog and report on grant impacts.</i></p> <p><i>In addition, the IAF continues to work with partners to test 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, IAF has also engaged 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.**

Performance Measure 4.1: Metrics on visits to the IAF website and utilization of associated online information and resources				
	FY 2015 Results	FY 2016 Results	FY 2017 Goal	FY 2017 Results
Number of website visitors	103,967	130,000	130,000	122,000
<p><i>The IAF fell just shy of its goal. The goal of 130,000 visits was ambitious and based on a six-month estimate due to incomplete data for fiscal year 2016 (FY16). The drop in online traffic in FY17 correlated with the time period for which we did not have data from FY16.</i></p> <p><i>We saw significant increases in engagement indicators such as the number of pages visited per session (+19%), the average duration of a visit (+11%) and the percentage of new visitors (+12%). These engagement increases correlate to improved navigation through the website and increased outreach to our target audiences through email campaigns and social media.</i></p> <p><i>Our digital channels also showed significant growth in FY17. Our Facebook page has 2,450 followers (+53%). Twitter has 1,100 followers (+25%). We began developing content for YouTube, Google+ and LinkedIn to reach additional audiences. The number of subscribers to our email bulletins increased to 52,000 (+44%).</i></p>				
Performance Measure 4.2: External speaking engagements or participation of IAF staff in public forums				
	FY 2015 Results	FY 2016 Results	FY 2017 Goal	FY 2017 Results
Number of external speaking events with IAF participation	15	21	21	23
<p><i>In 2017 IAF staff and in-country contractors contributed to the agency's thought leadership on effective grassroots development via their participation in 23 external speaking engagements including:</i></p> <ul style="list-style-type: none"> <li><i>• Presentation of IAF strategies for supporting community philanthropy at the April 2017 Annual Conference of the Council on Foundations in Dallas, Texas.</i></li> <li><i>• Presentation of IAF efforts to support transnational collaboration among U.S. and Mexican community foundations at the October 2016 meeting of the Border Philanthropy Partnership in San Antonio, Texas.</i></li> <li><i>• Presentation of IAF collaborations with the C.S. Mott Foundation at the March 2017 meeting of the Mott Foundation board in Flint, Michigan.</i></li> </ul> <p><i>The IAF exceeded its FY17 goal for external speaking engagements and plans to maintain this level in 2018 following criteria set out under its new strategic plan.</i></p>				

## IAF: FY17 Performance Results

### Page 6

Performance Measure 4.3: Media coverage, press releases and grantee project recognition.				
	FY 2015 Results	FY 2016 Results	FY 2017 Goal	FY 2017 Results
Number of media events, imprints and mentions	18	62	65	280
<p><i>The IAF exceeded its goal for FY17. The IAF monitors coverage of the agency and its grantees by both earned and social media (as opposed to the agency-produced news items mentioned in performance measure 3.2). This includes information reported by grantee partners for an indicator in the Grassroots Development Framework (GDF), which measures the impact and the results of the IAF's funding. Under the indicator for dissemination, which includes press and media coverage on IAF-supported project activities, grantee partners reported during the period 177 press releases and news items on project activities. Reported coverage refers to grantee partner production of, or mentions in, magazine or newspaper articles (103), press releases or news items (177) in local media outlets.</i></p>				
Performance Measure 4.4: Total committed dollar amount of in-kind and cash resources contributed and mobilized by grantees				
	FY 2015 Results	FY 2016 Results	FY 2017 Goal	FY 2017 Results
Dollar value committed in counterpart from grantees	\$19.2 million	\$22.8 million	\$24.0 million	\$19.5 million
<p><i>Although the IAF's grant making continues to be more than matched by the investment made or mobilized by grantee partners, the Foundation fell short of its FY2017 goal. On average during the period of the 2013 – 2017 Strategic Plan, our partners brought \$1.33 for every \$1.00 of IAF support. This is due in part to the fact that a greater proportion of IAF resources are being targeted to communities in the Northern Triangle of Central America, many of which are significantly poorer than their counterparts in other LAC sub-regions and as a result often commit lower levels of matching resources.</i></p>				
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 2015 Results	FY 2016 Results	FY 2017 Goal	FY 2017 Results
Dollar value of outside funding sources	\$125,000	\$78,000	\$1.5 million	\$395,310
<p><i>The IAF continues to prioritize diversifying its funding sources beyond congressional appropriation and SPTF reimbursement. In FY17, the IAF did not meet its \$1.5 million goal, but has taken steps to anchor the agency's fundraising efforts in its strategic partnerships strategy, which seeks to enhance the agency's partnerships with the corporate, philanthropic/foundation, and diaspora sectors.</i></p>				

**Strategic Goal Five: Modernize and strengthen our operations.**

Performance Measure 5.1: Metrics associated with elapsed time from receipt of proposal to definitive decision on funding				
	FY 2015 Results	FY 2016 Results	FY 2017 Goal	FY 2017 Results
Number of days from proposal to President's approval or rejection notification	171	170	165	166
<i>The IAF continues its efforts to shorten the length of time required to fund new grants. During the life of the 2013-2017 Strategic Plan, we have shortened the time span by more than 20 days from receipt of proposal to decision on funding.</i>				
Performance Measure 5.2: Re-engineering system of grants approval, monitoring, and evaluation supported by versatile grants-management system in place				
	FY 2015 Results	FY 2016 Results	FY 2017 Goal	FY 2017 Results
Implementation plan developed	N/A	N/A	N/A	N/a
System in place	NO	NO	YES	YES
<i>The IAF's new Grants Management System is our system of record as of October 1, 2017.</i>				
Performance Measure 5.3: New performance evaluation system in place				
	FY 2015 Results	FY 2016 Results	FY 2017 Goal	FY 2017 Results
System in place	YES	YES	N/A	N/A
<i>The IAF revised and updated our Performance Management Policy in 2016, which is now fully implemented.</i>				
Performance Measure 5.4: Improved results on Grantee Perception Survey compared with 2011				
	FY 2015 Results	FY 2016 Results	FY 2017 Goal	FY 2017 Results
Higher positive response versus 2011	YES	N/A	N/A	N/A
<i>The CEP's Grantee Perception Survey is conducted every three years; the next survey is currently being conducted, and results will be available in quarter 1 of fiscal year 2018.</i>				