



INTER-AMERICAN FOUNDATION
AN INDEPENDENT AGENCY OF THE UNITED STATES GOVERNMENT

March 29, 2019

As per Circular A-11 (Section 240), the Inter-American Foundation (IAF) is pleased to present its Fiscal Year 2018 Annual Performance Report (APR), which highlights the results of this first year of our 2018-2022 Strategic Plan.

This fiscal year, the IAF funded 121 projects in 20 Latin American and Caribbean (LAC) countries in the amount of \$17.4 million, which community partners matched with an additional \$19.9 million in committed counterpart resources for a total investment of \$37.3 million. The IAF's FY18 investments supported broader U.S. Government efforts to expand prosperity in economically depressed communities across LAC; enhance peace and security in the Northern Triangle and Mexico 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 309 active projects representing a commitment of \$81.7 million from the IAF and \$102.2 million from our grantee partners.

This was the first year of the IAF's 2018-2022 Strategic Plan, which lays out our approach to address the evolving social, economic, and political challenges in Latin America and the Caribbean. During this fiscal year, the agency has been able to meet this need by taking on new programming areas such as addressing disaster resilience in the Eastern Caribbean and support to Venezuelan migrants in receiving countries, demonstrating the strength and capacity of the IAF's nimble, proactive, impactful and efficient model.

Respectfully,

Paloma Adams-Allen
President & CEO



IAF Annual Performance Results, FY 2018

The IAF's Annual Performance Results refers to the goals presented in [Inter-American Foundation's Strategic Plan 2018-2022](#).

IAF's Strategic Goals

	Unit of measurement	FY 2018 Results
Expanding economic opportunities	Share of budget advancing each strategic goal <i>(Shares are greater than 100% due to the cross-cutting nature of IAF grants)</i>	66%
Enhancing peace and security		49%
Strengthening democratic governance		34%
Unlocking private, public, and community resources	# of partnerships developed by grantees to mobilize resources and share experiences	2,629

IAF's Reach

	FY 2017 Results	FY 2018 Results
# of individuals who benefited directly from IAF investments	239,930	364,049
# of individuals who benefited indirectly from IAF investments	906,906	2,107,078
# of individuals who acquired new knowledge and skills in various sectors	54,492	74,056
# of partnerships grantees mobilized	2,355	2,629

Plan Objectives

1. Increasing awareness, understanding, and use of the IAF's proven approach

1.1: Prioritize the IAF's role as a thought-leader on effective and innovative citizen-led development

# authored reports/articles/blogs and media imprints that demonstrate thought-leadership and/or development expertise	FY 2017 Results	FY 2018 Target	FY 2018 Results
	42	45	52

1.2: Deepen collaboration with relevant U.S. agencies and foreign embassies

# of engagements with U.S. embassies in Latin America and the Caribbean and foreign embassies in the U.S., interagency partners, and external speaking engagements with IAF participation	FY 2017 Results	FY 2018 Target	FY 2018 Results
	45	70	82

In FY18, the IAF reoriented its annual programming to directly support priority U.S. Government initiatives, including the U.S. Strategy for Engagement in Central America, Feed the Future, the Global Women's Economic Empowerment initiative, and the Caribbean 2020 Strategy.

1.3 Increase Congress’s exposure to the value and impact of the IAF’s locally-led/grassroots development model

In FY18, the IAF helped Congress better understand IAF’s model and impact on some of Latin America and the Caribbean’s most intransigent community development challenges. The IAF hosted its annual “Coffee and Chocolate on the Hill” event featuring IAF grantee partners; showcased IAF’s grassroots development approach on the bipartisan Congressional Caucus for Effective Foreign Assistance panel; and organized two congressional staff delegation oversight visits to Guatemala, Honduras, and Colombia that included engagement with IAF grantees.

1.4: Highlight the IAF’s work through improved digital media and communications

	FY 2017 Results	FY 2018 Target	FY 2018 Results
# of website visits	122,000	130,000	131,709
# of social media engagements	7,021	7,500	6,635

In FY18, the IAF updated its website to improve the user experience, provide more and better information, and fully comply with U.S. Government website security standards.

2. Deepening programmatic excellence

2.1: Ensure grant-making and other program activities maximize the impact of IAF investments

In FY18, the IAF reoriented a greater share of its funding toward U.S. foreign policy priority countries that were foreign policy priorities for the U.S. and to communities where the foundation’s bottom-up development model could make the most difference. As a result, the IAF invested the majority of its resources in supporting the most compelling efforts of community organizations to promote prosperity, citizen security, governance, and partnerships in eight priority countries: Colombia, El Salvador, Guatemala, Honduras, Haiti, Mexico, Nicaragua, and Peru. The foundation also focused its support on the most pressing issues facing the region, including the growing demand for alternatives to irregular migration; expanded livelihoods opportunities; and engagement in community-level peace building.

2.2: Upgrade our monitoring and evaluation system to better measure the qualitative and quantitative impact of our program efforts

In FY18, the IAF completed an external assessment of its systems for monitoring, evaluation, and learning, as well as launched the new Office of Learning and Impact to generate learning across projects, facilitate data-driven programming, and better measure the long-term impact of IAF investments.

2.3: Introduce new uses of technology to optimize our mission

The IAF completed the migration of grant data to a new web-based grant management system, WebGrants, designed to accelerate the review and approval of grants and improve the reporting of annual project results.

3. Leveraging the IAF partnership model to attract greater resources and scale what works in grassroots development

3.1: Grow public-private partnerships, including new co-funding opportunities

# of formal IAF collaborative relationships with community foundations, public entities, diaspora organizations, private foundations, and other co-investment partners in the U.S.,	FY 2017 Results	FY 2018 Target	FY 2018 Results
	4	10	15

Canada and Latin America and the Caribbean			
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Especially notable in FY18, the IAF 1) expanded its partnership with the C.S. Mott Foundation and others to provide grants to Mexican community foundations working in earthquake affected states; 2) supported the expansion of the successful RedEAméricas alliance of corporate foundations into Guatemala; and 3) started a new partnership with Fairtrade International to increase grantees' access to competitive agricultural markets.

3.2: Test innovative approaches that merge government, private sector, and philanthropic resources

	FY 2017 Results	FY 2018 Target	FY 2018 Results
# of IAF partners actively engaging sources of public funding	n/a	120	127

In FY18, the IAF supported grants to community organizations and enterprises that successfully tapped into public funding from municipal, state (province), or national governments, including by engaging in local participatory budget processes and from public agencies and public universities in the region.

3.3: Increase counterpart commitments

	FY 2017 Results	FY 2018 Target	FY 2018 Results
Ratio of IAF grant dollars to counterpart contributions (cash and in-kind)	\$1:\$1.33	\$1:\$1.35	\$1:\$1.31

In FY18, grantees more than matched IAF's grant-making through their own investments or additional funds they mobilized. The slight fall in ratio compared to 2017 reflects the IAF's greater shift to working with communities in the Northern Triangle of Central America, many of which are significantly poorer than their counterparts in other sub-regions. However, the IAF continued its high leverage ratios in its partnerships with the RedEAméricas corporate foundations (\$1: \$3) and community foundation partners (\$1:\$4.45).

3.4: Diversify sources of public and private funding

	FY 2017 Results	FY 2018 Target	FY 2018 Results
Percentage of total IAF funding coming from sources other than our core congressional appropriation	22.1%	22.5%	22.9%

In FY 18, the IAF increased its share of funding from sources beyond its core congressional appropriation, including through increased gifts and USAID transfers to support the U.S. Strategy for Engagement in Central America.

4. Improving knowledge management

4.1: Harvest and apply lessons from our program experience to help grantee partners increase their impact

In FY18, the IAF pursued a more deliberate approach to learning. Specifically, the IAF developed and implemented a survey of the first phase of the Colombia Peace Initiative, which helped inform how we structure the next phase of the project.

4.2: Design and implement new practices that promote horizontal learning among our network of current and former partners, fellows, and other grassroots development practitioners

The IAF piloted RedColaborar, an online platform for IAF grantees to communicate and share best practices. The agency plans to improve this platform in subsequent years to deliver better training and partnerships opportunities to stakeholders.

5. Attracting, retaining, and inspiring world-class staff

5.1: Develop and implement an employee engagement plan

In FY18, the IAF explored employee engagement best practices across other organizations and, based on those findings, drafted goals for an IAF employee engagement plan.

5.2: Employee engagement Federal Employee Viewpoint survey results will increase, from 2017 baseline

The Employee Engagement Index (EEI) reflects a composite score of questions on the overall work environment and morale in the Federal Employee Viewpoint Survey (FEVS). According to the FY18 FEVS, the IAF's EEI was 67%, essentially equal to the government-wide average of 68%. The IAF aims to surpass the government average in coming years.

5.3: Expand professional development and opportunities for advancement

Almost 90% of IAF staff participated in professional development opportunities in FY18, yet only 65% of employees believe they are given a real opportunity to improve their skills at the IAF according to the FY18 FEVS. Targets for coming years will be to improve the training assessments of staff while continuing to provide additional opportunities for professional development.

5.4: Support work-life balance

According to the FY18 FEVS, 80% of IAF employees felt supported in having a work/life balance. About 87% of employees also acknowledged that senior management supports work/life programs. In addition, more than 85% of IAF employees took advantage of employee assistance and other work/life options. Targets for coming years will be to sustain this level of staff satisfaction.

5.5: Effectiveness of IAF Program as measured by grantee perception

According to the Center for Effective Philanthropy's (CEP) most recent Grantee Perception Report (2017), 73% of IAF grantees surveyed reported that working with the IAF has positively affected their opinion of the U.S. Government. Additionally, 96% of respondents positively rate the IAF's impact in their field of work. IAF's grantee perceptions of the agency's impact on their fields and communities continue to be near the top of CEP's comparative dataset, and grantees place IAF higher than any funder in CEP's comparative dataset for its overall transparency. The agency anticipates maintaining this level of grantee satisfaction. The next survey of the IAF's grantees will be in 2020.