



## IAF Annual Performance Report, FY 2019

Advancing the [Inter-American Foundation's Strategic Plan 2018-2022](#)

### IAF's Strategic Goals

	Unit	
Enhancing peace and security	Share of budget advancing each goal in	41%
Expanding economic opportunities	FY19*	39%
Strengthening democratic governance		20%
Unlocking private, public, and community resources	# of partnerships developed by grantees to mobilize resources and share experiences	3,000

\*Most grantees advance multiple Strategic Goals. This allocation reflects the main goal of grants active in FY19.

### IAF's Reach

	FY 2017	FY 2018	FY 2019
# of individuals who benefited directly from IAF investments	240,000	364,000	362,000
# of individuals who benefited indirectly from IAF investments	907,000	2,107,000	1,426,000*

\*Indirect numbers fell this year because some very high reach grants ended in FY18.

### Plan Objectives

#### 1. Increase 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 community-led development

# authored reports/articles/blogs and media imprints that demonstrate thought-leadership and/or development expertise	FY 2017	FY 2018	FY 2019
	42	52	18

The fewer reports and blogs reflect a gap in staffing and a focus on revamping IAF's website.

##### 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	FY 2017	FY 2018	FY 2019
	45	82	49

In FY19, the IAF supported the U.S. Strategy for Engagement in Central America, Feed the Future, the Women's Global Development and Prosperity initiative (W-GDP), and the Caribbean 2020 Strategy, as well as the USG response to the Venezuelan crisis. Though the total number of engagements is down, involvement in these initiatives reflect more robust and strategic engagement and collaboration. For example, the IAF's response to the Venezuela crisis, coordinated through an interagency working group, now supports displaced Venezuelans in four countries throughout the region to complement the efforts of other U.S. and international agencies in the region.

##### 1.3 Increase Congress's exposure to the value and impact of the IAF's locally-led development model

In FY19, the IAF helped Congress better understand IAF's impact through a Congressional staff delegation oversight visit to Honduras, a briefing session for alumni of staff delegations to Colombia, and regular

budget and programming briefings to Congressional members and staffers. As a signal of continued bipartisan support for the IAF, the Senate introduced S. Res. 297 commemorating IAF’s 50th Anniversary.

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

	FY 2017	FY 2018	FY 2019
# of website visits	122,000	131,709	149,848
# of social media engagements	7,021	6,635	4,942

In FY19, the IAF improved the clarity of its website navigation, created a 50th Anniversary webpage, and a shift in social media strategy. The IAF website went through an extensive redesign at the end of FY18, and the FY19 increase in website visitors likely reflects the success of these updates.

### **2. Deepen programmatic excellence**

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

In FY19, the IAF responded to two additional USG priorities: assisting displaced Venezuelans due to the regional Venezuela crisis by supporting organizations in Brazil, Colombia, Ecuador, and Peru; and investing in disaster preparedness and resilience by supporting organizations in Eastern Caribbean island nations. Meanwhile, the IAF continued supporting the U.S. Strategy for Central America by funding grassroots efforts in Belize, Costa Rica, Nicaragua, and Panama.

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

In FY19, the new Office of Learning and Impact launched a process to improve and update IAF’s monitoring indicators, upgrade its approach to data collection, and refine its data reporting, all of which help strengthen and guide future programming.

#### 2.3: Introduce new uses of technology to optimize our mission

In FY19, the IAF continued refining its web-based grant management system, WebGrants, designed to accelerate the review and approval of grants.

#### 2.4: Effectiveness of IAF Program as measured by grantee perception

According to the Center for Effective Philanthropy’s (CEP) most recent Grantee Perception Report (2017), the IAF ranks at or above the 95th percentile for transparency, clarity on goals, and overall impact on organizations. In FY19, the IAF was the only publicly funded organization invited to participate in a working group with the highest performing funders (as ranked by grantees).

### **3. Leverage 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 partnerships with community foundations, public entities, diaspora organizations, private foundations, and other partners in the U.S., Canada, and Latin America and the Caribbean	FY 2017	FY 2018	FY 2019
	4	15	31

Some highlights from FY19: the IAF signed MOUs with the Organization of Eastern Caribbean States to expand activities in the Eastern Caribbean and with the Foundation of the Banco do Brazil to co-fund grantee partners throughout Brazil; and the IAF developed a donor-directed partnership with the International Community Foundation for Belize, Costa Rica, Nicaragua and Panama.

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

In FY19, the IAF finalized its first impact investment, taking a minority stake in Empresa para el Desarrollo, S.A. (EDESA), a former IAF grantee, to expand microcredit lending throughout Costa Rica and Panama. The IAF also began preliminary research on the evolving nature of counterpart funding that grantees provide towards IAF-funded projects, including funding from government, private sector, and other sources. This analysis will help frame a larger study of how IAF grantees have co-funded over the years.

### 3.3: Increase counterpart commitments

Ratio of IAF grant dollars to counterpart contributions (cash and in-kind)	FY 2017	FY 2018	FY 2019
	\$1:\$1.33	\$1:\$1.31	\$1:\$1.30

### 3.4: Diversify sources of public and private funding

Percentage of total IAF funding coming from sources other than our core congressional appropriation	FY 2017	FY 2018	FY 2019
	21.4%	22.7%	31.0%

In FY19, the IAF received a \$10M transfer to support the U.S. Strategy for Engagement in Central America, \$4M more than prior years. The IAF continued to expand its engagement with its co-funding partners, mostly philanthropic organizations.

## **4. Improve knowledge management**

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

In FY19, based on Office of Management and Budget guidance, the IAF began developing its Learning Agenda, identifying key research questions on community-based approaches to building peace and generating economic opportunities. Findings will help guide future programming.

### 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 continues experimenting with RedColaborar, an online platform for IAF grantees to communicate and share best practices.

## **5. Attract, retain, and inspire world-class staff**

### 5.1: Develop and implement an employee engagement plan

According to the FY19 Federal Employee Viewpoint Survey (FEVS), nearly 70% of employees think the agency is improving staff engagement in the agency. Meanwhile, a staff committee is developing an engagement plan to propose to leadership later this year.

### 5.2: Improve results on Employee Engagement Index

The Employee Engagement Index (EEI) reflects a composite score of questions in the FEVS about the overall work environment and morale in the agency. In FY19, the IAF's EEI rose to 70%, IAF's highest mark since the FEVS started tracking EEI 4 years ago and above the government-wide average of 68%.

### 5.3: Expand professional development and opportunities for advancement

According to the FY19 FEVS, 71% of staff believe they are given an opportunity to improve their skills through training and development. Just as many participated in training, despite the five-week furlough.

#### 5.4: Support work-life balance

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Based on the FY19 FEVS, staff satisfaction with support for work/life balance remains high, with 83% of employees acknowledging supervisor support for work/life balance.