IAF Annual Performance Report, FY21

Advancing the Inter-American Foundation’s Strategic Plan 2018-2022

IAF’s Strategic Goals

<table>
<thead>
<tr>
<th>Unit</th>
<th>Share of budget advancing each goal in FY21*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expanding economic opportunities</td>
<td>76%</td>
</tr>
<tr>
<td>Strengthening democratic governance</td>
<td>57%</td>
</tr>
<tr>
<td>Enhancing peace and security</td>
<td>27%</td>
</tr>
<tr>
<td>Unlocking private, public, and community</td>
<td># of partnerships developed by grantees to mobilize resources and share experiences</td>
</tr>
<tr>
<td>resources</td>
<td></td>
</tr>
</tbody>
</table>

*Most grantees advance multiple Strategic Goals. This allocation reflects the main goal of grants active in FY21.

IAF’s Reach

<table>
<thead>
<tr>
<th></th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td># of individuals who benefited directly from IAF investments</td>
<td>362,000</td>
<td>365,118</td>
<td>453,290</td>
</tr>
<tr>
<td># of individuals who benefited indirectly from IAF investments</td>
<td>1,426,000</td>
<td>1,963,084</td>
<td>3,008,733</td>
</tr>
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Performance Goals

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

<table>
<thead>
<tr>
<th># authored reports/articles/blogs and media imprints that demonstrate thought-leadership and/or development expertise</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>18</td>
<td>26</td>
<td>58</td>
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</tbody>
</table>

The IAF additionally continued to publish monthly bulletins containing dozens of articles about the IAF’s work, lessons learned, and other relevant thematic issues. To further demonstrate its thought leadership, the IAF co-hosted a panel with the Inter-American Dialogue: “Afro-descendants: Striving for Equality in Latin America,” with approximately 700 attendees. IAF representatives also participated in the launch event for the InnovAction Challenge with hundreds of attendees from across Latin America, and the Finals Week with finalist organizations and Summit of the Americas and Organization of American State (OAS) representatives, including the OAS Secretary General.

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

<table>
<thead>
<tr>
<th># of engagements with U.S. embassies in Latin America and the Caribbean and foreign embassies in the U.S., interagency partners, and external speaking</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>49</td>
<td>68</td>
<td>74</td>
</tr>
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</table>

As examples, in FY21 the IAF actively participated in inter-agency working groups advancing the U.S. Strategy to Address the Root Causes of Migration in Central America, the Global Food Security Strategy, the Summit of the Americas planning process, Caribbean resilience, global
gender policy, partnership engagement, as well as working groups to address the Venezuelan humanitarian crisis.

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

In FY21, the IAF helped Congress better understand IAF’s impact, especially as related to building resilience and recovering from the challenges of COVID-19 in many of Latin America and the Caribbean’s most vulnerable and marginalized communities. Among highlights: the IAF’s External and Government Affairs Managing Director testified on the IAF’s work to address food insecurity as a cause of irregular migration from Central America at a September 2021 hearing of the bipartisan Tom Lantos Human Rights Commission; the IAF’s work was mentioned at other congressional hearings throughout the year; the agency remained responsive to Congressional inquiries, requests for virtual briefings, and possible site visits in the field, and provided updates on the impacts of hurricanes Eta and Iota.

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

<table>
<thead>
<tr>
<th></th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td># of website visits</td>
<td>149,848</td>
<td>199,962</td>
<td>239,516</td>
</tr>
<tr>
<td># of social media engagements</td>
<td>4,942</td>
<td>10,248</td>
<td>17,571</td>
</tr>
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</table>

In FY21, through a concerted effort to improve the quantity and quality of the content of its digital communications, the IAF saw substantial increases in all major metrics for its digital platforms.

2. Deepen programmatic excellence

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

In FY21, the IAF awarded $30.3M in new funding, the agency’s highest level ever of new investment for an annual funding cycle. We closely aligned our funding to the U.S. Government foreign-assistance goals of investing in civil society, improving food security, and improving economic outcomes for all. The agency prioritized investments in Mexico and the Northern Triangle that addressed the root causes of irregular migration; deepened its collaboration with USAID in the Caribbean-Resilience Partnership to promote disaster resilience in the Eastern and Southern Caribbean; and continued its investment in the region to support USG efforts in responding to the Venezuela crisis.

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

In FY21, the IAF launched its new monitoring tool designed to provide a user-friendly experience for grantees and more useful and consistent metrics for the IAF. This effort included further disaggregating participant data by Afro-descendants, Indigenous people, LGBTQI+ people, and people with disabilities, generating more nuanced data on the reach of our grantees. The agency also developed a Learning & Impact Dashboard, providing staff ready access to grantee performance data synthesized by country and cohorts of grantees.

2.3: Introduce new uses of technology to optimize our mission

In FY21, the IAF prioritized the development of a new solicitation for a Grants Management System, to align with the Grants QSMO, with carefully crafted documentation to ensure that the IAF would attract a robust pool of vendors. With this new platform, the IAF hopes to improve
proposal response times, shorten review and funding-decision timelines, capitalize on
automations and workflows to improve efficiencies, and integrate all aspects of the grant
lifecycle into the solution.

2.4: Effectiveness of IAF Program as measured by grantee perception

Even in the context of COVID, the IAF continued to be ranked at or above the 95th percentile
for transparency, responsiveness to grantees, the usefulness of its reporting process for learning,
and overall impact on organizations, according to a report from the Center for Effective
Philanthropy (CEP).

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 | FY 2019 | FY 2020 | FY 21 |
| entities, diaspora organizations, private foundations, and other partners in the U.S., Canada, and Latin America and the Caribbean |
| 31 | 10 | 14 |

In FY21, the IAF advanced partnerships launched in FY20 and developed new partnerships with
Latimpacto, the Latin American and Caribbean Network of Fair-Trade Small Producers and
Workers (CLAC)/Fair Trade International, the Laudes Foundation, and the Danone corporation.
These partnerships leveraged, on average, $6 for every $1 the IAF invested in joint grantmaking,
highlighting the impact that our partnership model has in leveraging additional resources for
grantee partners.

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

In FY21, the IAF engaged in a programmatic partnership with Shared Studios, which connects
grantee partners to civil society leaders worldwide in real-time using an innovative mix of virtual
tools, video, and technology. Additionally, the IAF leveraged its partnerships with regional
funders in Central America and Mexico to combine efforts and multiply impact in response to the
Eta/Iota hurricanes.

3.3: Increase Counterpart Commitments

| Ratio of IAF grant dollars to counterpart contributions (cash and in-kind, five-year rolling average) |
| FY 2019 | FY 2020 | FY 21 |
| $1:$1.30 | $1:$1.26 | $1:$1.23 |

Due to the impact of COVID on local economies, grantee's abilities to contribute counterpart
resources have decreased since FY20. Prospectively, we expect the average to trend back up in
FY22 and FY23 as communities recover from the pandemic. As noted in 3.1, our partnerships
were able to leverage substantial resources to support projects.

3.4: Diversify sources of public and private funding

| Percentage of total IAF funding coming from sources other than our core congressional appropriation |
| FY 2019 | FY 2020 | FY 21 |
| 31.0% | 23.1% | 0.3% |

FY21 was the first year since FY17 that the IAF did not receive a Congressionally-mandated
interagency transfer (as stipulated in prior fiscal year appropriations law). Instead, Congress' support
of our efforts in FY21 came through the IAF's base appropriation, which was increased
to offset (and surpass) the value of Congressionally-mandated interagency transfers in prior
years\(^1\). IAF’s private funding revenue remained consistent in FY 2021 from recent fiscal years as IAF continued to build out and grow its public-private partnership model, with 39 total donations from 3 foundations and 36 individual donors.

4. Improve knowledge management

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

In FY21, we continued adjusting our approach to virtual programming because of the ongoing COVID pandemic. One advantage of this period has been the ability to more readily connect grantees within a country and across countries through virtual technology. We have also strengthened our interactions with our in-country contractors as a group, facilitating online exchanges across country teams.

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

After laying the foundations in previous years, in FY21 we further refined RedColaborar, IAF’s online platform designed to facilitate collaboration and learning across its grantees and others dedicated to grassroots development. Full launch of the platform will occur in FY22.

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

5.1: Develop and implement an employee engagement plan

As part of the process of finalizing an Employment Engagement Plan, staff engaged in a growing number of cross-office working teams, including on public-private partnerships, DEIA, and programming data, opportunities where staff collaborated in advancing agency-wide priorities.

5.2: Improve results on Employee Engagement Index

OPM has not yet launched the FY21 Federal Employee Viewpoint Survey at the time of this report. What we can report instead is that, according to a pulse poll of staff in July 2021, staff reported that they were satisfied with how easy it was to reach colleagues virtually, feeling “in the loop” about work even as they missed the personal interactions.

5.3: Expand professional development and opportunities for advancement

Twenty percent of staff completed (virtual) training during this fiscal year.

5.4: Support work-life balance

We continued offering maximum telework and remote work options during FY21, allowing staff to successfully adapt their work schedules during COVID as needed to meet all work requirements, as well as family and other needs.

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\(^1\) The IAF received Congressionally-mandated interagency transfers of at least $10M a year in FY19 and FY20, increasing the percentage of total IAF funding coming from sources relative to prior fiscal years.