

2016 AGENCY TRANSITION BRIEF

INTER-AMERICAN FOUNDATION



Helping communities thrive!

NOVEMBER 2016

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ORGANIZATIONAL OVERVIEW

The Inter-American Foundation was established by Congress in 1969 as an independent U.S. government corporation to channel development assistance directly to the organized poor in Latin America and the Caribbean. Its statutory purpose is to:

- Strengthen the bonds of friendship and understanding among the peoples of this hemisphere
- Support self-help efforts designed to enlarge the opportunities for individual development
- Stimulate and assist effective and ever wider participation of the people in the development process
- Encourage the establishment and growth of democratic institutions, private and governmental, appropriate to the requirements of the individual sovereign nations of this hemisphere

The IAF carries out its mandate by providing financial and other support for the most creative self-help ideas developed by local community and nongovernmental organizations. It also encourages partnerships among grassroots groups, business and local government directed at improving the quality of life for poor people and strengthening democratic practices. Since 1972, the IAF has awarded about 5,100 grants valued at more than \$720 million, and grantee partners have contributed or mobilized over \$1 billion. Grantee partner organizations pursue a wide variety of objectives, including promoting more profitable agriculture; developing micro businesses and community enterprises; providing skills training vital to well-paid employment; expanding access to water, basic utilities and adequate housing; and securing land and other rights for marginalized people. The common thread is the agency and collective ownership of the people themselves, exercising their rights and responsibilities as citizens coming together to help their communities thrive.

In awarding its development grants, the IAF works to assure the participation of indigenous peoples, Afro-descendants, persons with disabilities, and other marginalized groups, and encourages their inclusion in political, economic and social processes. By supporting initiatives emerging from the grassroots, the IAF's investment has strengthened a vast structure of community groups and nongovernmental organizations that thickens the social fabric. The resulting partnerships provide a highly effective network for community development and a viable and efficient channel for productive foreign assistance. Together, the IAF and its partners have benefited hundreds of thousands of families in communities throughout the hemisphere.

ORGANIZATIONAL OVERVIEW

STATUTORY REQUIREMENTS AND ENABLING LEGISLATION

The IAF's enabling legislation (the IAF Act) is found at 22 U.S. Code § 290f (see appendix 1). The IAF Act created the Foundation as a government corporation, with a corporate purpose, enumerated authorities to advance that purpose, and a bipartisan board of directors, with members from both the private and public sectors, appointed to six-year terms. The IAF is subject to the Government Corporations Control Act.

STRATEGIC PLAN 2013 - 2017

MISSION

Promoting and investing in grassroots development to help communities thrive.

VISION

Thriving communities throughout Latin America and the Caribbean, where people direct their own lives as individuals and citizens.

FIVE-YEAR STRATEGIC GOALS

Thriving communities depend on 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. As a trusted partner, the IAF helps empower the organized poor by building their capacity and connectedness—to each other, to businesses and governments, and to regional and global opportunities. The IAF generates and shares knowledge about the dynamics of community development, attracts partners, and inspires others to adapt successful initiatives or approaches. In so doing, we advance our statutory mandate of improving friendship and understanding across the hemisphere; supporting self-help efforts to foster economic and social development; encouraging more people to participate in the development process; and fostering the establishment and growth of democratic institutions.

As an independent federal agency, the IAF advances U.S. interests because thriving communities provide the economic and social opportunities and protections that allow citizens to increase their own participation and stake in civic life. Thriving communities are more resilient to crime and violence. Supporting communities' own priorities improves their perception of the United States and provides the U.S. government with a direct link to civil societies in Latin America and the Caribbean.

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.

Over the next five years, we will fund the best ideas for improving standards of living; enhancing civic participation in democratic processes and institutions; and increasing social inclusion. We will seek out promising new ways to generate knowledge and transformative results for our partner organizations and their communities. We will sharpen our funding criteria to implement this strategy and align our evaluation system with our evolving needs.

STRATEGIC PLAN 2013 - 2017

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

Members of traditionally marginalized groups—including women, African descendants, indigenous groups, and people with disabilities—are disproportionately represented among the poor in Latin America and the Caribbean. They also are most likely to be excluded from the civic life of their communities. Over the next five years, the IAF will focus on ways to break the mutually reinforcing dynamic of exclusion and poverty by empowering members of these groups to participate more broadly and deeply in the development process and civic organizations.

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.

The IAF was created to be small, agile, and innovative. Over the next five years, we will draw on these advantages to maximize the utility of our specialized expertise and experience gained over our 40-year history to generate knowledge about the dynamics of community-led development. As part of every funding action, we will define: (1) what we hope to learn, (2) why, and (3) how we will capture and manage the knowledge we produce. Within the IAF, we will use modern knowledge management systems to share information more broadly and improve funding and other decisions.

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

Over the next five years, we will develop and launch a comprehensive communications strategy that tells how we are helping communities thrive, emphasizing who we are, what we do, what we and our partners are achieving, and what knowledge we are generating. At every opportunity—in the policies we adopt, activities we fund, publications we issue, and public appearances we make—we will draw on this communication strategy to expand support for grassroots development and to increase awareness of the IAF and attract resources for its programs.

Congress designed the IAF to be a vehicle by which private, governmental, and international resources could be combined to achieve the best results for development in Latin America and the Caribbean, authorizing it to receive funds from diverse sources to do so. To date, the IAF has not taken full advantage of this authority. Over the next five years, the IAF will continue to require the organizations we fund to contribute counterpart funding and obtain additional support locally. The IAF will also develop and launch a major fundraising and outreach campaign. We will systematically identify and cultivate prospective partners, including corporations, foundations, and individuals. By offering access to our methodology, infrastructure, brand equity and expertise,

STRATEGIC PLAN 2013 - 2017

we will significantly expand the number of partners for the IAF and the volume of resources for grassroots development.

Strategic Goal Five: Modernize and strengthen our operations.

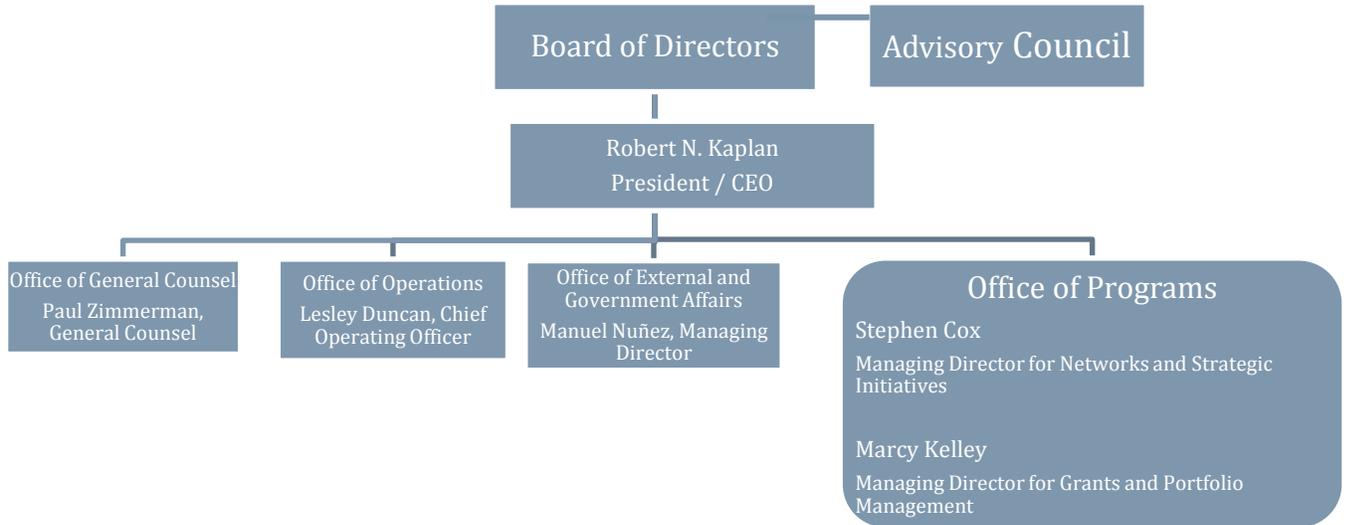
We can achieve our mission more effectively and efficiently by taking advantage of new tools in information technology, communications, and social media. Over the next five years, we will undertake a comprehensive review of operations and develop recommendations to enable us to: (1) act on funding proposals expeditiously; (2) minimize the administrative burden on partner organizations without sacrificing accountability; and (3) improve and expand our ability to share, manage, and use project outcome data. We will assess the recommendations and implement those that are most cost effective.

EXTERNAL FACTORS

The IAF has identified the following risk factors that may impair its ability to achieve its goals and corresponding strategies for managing these risks.

- Reduced financial resources from (1) Congressional appropriations and/or (2) the Social Progress Trust Fund. The IAF will mitigate the risk of reduced resources from these sources by launching a major campaign to develop alternate revenue streams. See Strategic Goal Four.
- Deteriorating conditions in areas where local partners work. Our investments are made in areas frequently characterized by episodes of violence; political, economic, and social instability; and environmental disaster. The IAF will manage these risks by maintaining close, frequent contact with local partners before, during and after the investment period, and working cooperatively with them to respond flexibly when such situations occur.
- Loss of staff. As a very small agency, the IAF risks significant loss of institutional knowledge from even low turnover of staff. To mitigate this risk, we will institute an organizational structure and culture that prioritizes teamwork and establish a modern information management system. See Strategic Goals Three and Five. In addition, the IAF will offer benefits, recognition, and a stimulating and supportive working environment to retain and motivate its best employees and attract high caliber applicants as vacancies occur.

LEADERSHIP



BOARD OF DIRECTORS



Eddy Arriola joined the IAF board in 2012 and currently serves as chair. He is also chairman of the board of the Miami-based Apollo Bank and CEO of Apollo Bancshares, the bank holding company that, under his leadership, acquired and relaunched Union Credit Bank as Apollo Bank in 2010. He was co-founder and managing director of Inktel Direct, a nationwide provider of third-party direct marketing services, which he grew into one of the largest Hispanic-owned companies in the United States. Arriola earned his Bachelor of Arts and Sciences degree in history from Boston College and received an OPM Program graduate degree from Harvard Business School.

LEADERSHIP



Juan Carlos Iturregui joined the IAF board in 2015 and currently serves as vice chair. He specializes in business, regulatory, and public policy issues affecting the Americas; working very closely with decision makers and sponsors in the United States and various Latin American countries to promote business initiatives, investments, closer hemispheric links and public-private sector partnerships. He is a former Member of the President's Export Council, the nation's top advisory panel on international trade and overseas markets. He also promotes more private sector development and investments in

Latin America and the Caribbean, with a focus on renewable energy and infrastructure projects. Juan Carlos is a Senior Advisor at Dentons, LLP, the world's largest law firm, working with leadership on strategic projects. He also manages his consulting firm, rendering project development and advisory services to a select group of U.S.-based clients. He has served in various national non-profit boards. He is the current vice-chair of the American Red Cross, National Capital Region, and a past fellow of the Congressional Hispanic Caucus Institute. He has 25 years of experience in the nation's capital, having served in the Legislative and Executive branches, as well as in several of the top-rated law firms and public affairs firms. He earned his law degree in 1990 from The Catholic University of America in Washington, D.C., and his B.A. in Political Science from the University of Massachusetts at Amherst.



Jack C. Vaughn Jr. is the current secretary and served as the board's vice chair from 2006 to 2009. He has worked in the petroleum industry for 40 years, most recently as a managing director of Vaughn Petroleum, LLC. He served in President George H.W. Bush's Department of Energy and in its Office of International Affairs, where he focused on the Middle East. He was president of the Dallas Council on World Affairs, chaired the advisory board of the John G. Tower Center for Political Studies at Southern Methodist University, and serves or served on the boards of the

Baylor University Medical Research Foundation, the University of Texas' Southwestern Medical Foundation and the advisory board of the Children's Nutrition Program of Haiti. He recently chaired the development committee of Living Water International's board of directors and helped develop and now advises on the organization's strategy and program in Haiti. He is a graduate of Culver Military Academy and holds a B.B.A from University of Texas at Austin and an M.B.A. from Southern Methodist University.

LEADERSHIP



Kelly Ryan is the Coordinator for the Inter-Governmental Consultations on Migration Asylum and Refugees (IGC.) The IGC is an informal, non-decision making forum for information exchange and policy debate on issues of international migratory flows. The IGC brings together 17 Participating States, the United Nations High Commissioner (UNHCR) for Refugees, International Organization for Migration and the European Commission. From 2010 to 2013, Ryan was acting Deputy Assistant Secretary for Immigration and Border Security at the Department of Homeland Security. Ryan has advised the UNHCR as a member of its advisory group of eminent persons. From 2002 to 2009, she was Deputy Assistant Secretary in the Department of State's Bureau of Population, Refugees and Migration. She was also a lead U.S. negotiator of the U.N. Convention on The Rights of Persons with Disabilities. Ryan is a graduate of Tulane University and holds a J.D. from Georgetown University and a LL.M. from Cambridge University.



Luis A. Viada is the chief operating officer of Manatt-Jones Global Strategies. He has extensive in-country knowledge of Emerging Markets, having held senior corporate banking positions in Latin America and the Middle East at Citibank; later as Latin American region head for Standard & Poor's and then as Head of Global Business Development at McGraw-Hill. Most recently, Mr. Viada was Chief Operating Officer of the U.S.-Mexico Foundation, on whose board he now serves. He has been a member of the Board of Directors at ProMujer, a microfinance institution serving women in Latin America, the Stoneleigh-Burnham School in Massachusetts, and the Turtle Bay Music School in New York City. He has an MSFS degree from the Georgetown School of Foreign Service and a B.A. in political science from Tufts University.

LEADERSHIP



Roger W. Wallace has served on the IAF's board since October 2004, including as chair until 2009. He is vice president for federal policy at Pioneer Natural Resources Company, an independent oil and gas company in Irving, Texas. Past positions include deputy undersecretary for international trade at the U.S. Department of Commerce; minister-counselor for commercial affairs at the U.S. Embassy in Mexico City; and protocol officer for the U.S. Department of State. He is co-chair of the advisory board to the Wilson Center's Mexico Institute and serves on the board of the U.S.-Mexico Foundation and on the Council on Foreign

Relations. He has an M.A. from the Fletcher School of Law and Diplomacy and a B.A. from Washington and Lee University.

MANAGEMENT TEAM



Robert N. Kaplan joined the IAF as its president and chief executive officer on Nov. 1, 2010. He had spent the previous 16 years at the Inter-American Development Bank (IDB), most recently as chief advisor to the executive vice-president. From 1998 to 2007, as chief of the IDB's Division of Environment and Natural Resources Management for Mexico, Central America, the Dominican Republic and Haiti. He was responsible for a loan portfolio exceeding \$2 billion and for \$60 million in grants for technical assistance related to agriculture and rural development, potable water and sanitation, the environment, risk

management and municipal development. Kaplan spent six years at the World Bank, including as the first head of the Pilot Program to Conserve the Brazilian Rain Forest, a \$250 million program of grants and technical assistance initiated in 1990 by world leaders of the Group of Seven. As a volunteer with the U.S. Peace Corps in Paraguay, he worked in rural sanitation. He has degrees from the University of North Carolina at Chapel Hill and Princeton University and speaks Spanish, Portuguese and conversational Guaraní.

LEADERSHIP



Manuel Nuñez joined the IAF in 2011 as Managing Director, External and Government Affairs. Prior to the IAF, Nunez spent more than 15 years with Merck & Co. Inc. While at Merck, he held numerous positions of increasing responsibility within both the U.S. and International sales and marketing organizations that included sales, business analysis, integrated marketing communications and brand management. Before his departure he led global consumer marketing and public affairs for the HPV vaccine franchise and was responsible for creating and implementing the company's first global, mass media, solution seeking consumer campaign. He also directed the identification of corporate marketing partnerships and associated business development opportunities in the Asia Pacific, Eastern European, and Latin American markets. He is the recipient of numerous company and industry awards including the Medical Media & Marketing Gold Award and the Healthcare Marketing Association International Gold Award. He serves as adjunct professor at the Villanova School of Business and is the former chair of the Villanova Center for Global Leadership Advisory Council. Nunez received his B.A. in Biology from Eastern Mennonite University, his M.B.A. with concentrations in international business and marketing from Villanova University, and completed his post-baccalaureate at the University of Pennsylvania.



Paul M. Zimmerman joined the IAF in January 2012 as its general counsel and chief legal officer. He has over 20 years of experience as an attorney for the federal government and in private practice, having served as counsel for the U.S. Department of Justice, Peace Corps, The Nature Conservancy and Bredhoff & Kaiser, PLLC. He was the founding president of Brooklyn Law Students for the Public Interest, and he directed the Washington, D.C. office of the national nonprofit Playworks, which partners with low-income schools to teach students a range of life skills through physical play and sports. He received his undergraduate degree from Brown University, where he majored in Portuguese and Brazilian Studies, and his J.D. from Brooklyn Law School. He studied at the Federal University of Bahia in the northeast of Brazil and has worked and traveled widely in Latin America. Zimmerman began his legal career as a judicial law clerk to Judge Reena Raggi of the U.S. District Court and Judge Frank Coffin of the U.S. Court of Appeals.

LEADERSHIP



Marcy Kelley, who joined the IAF in 2003, became its managing director for grantmaking and portfolio management after serving as a representative for Costa Rica, Ecuador, Mexico and Panama. Before coming to the IAF she was employed by the U.S. Peace Corps as its country director in Ecuador. During the 1990s, she worked for six years in West Africa and for two years in Washington, D.C. on programs for women in rural development and microfinance. From 1984 to 1988, she was based in Costa Rica as the regional director for a project undertaken by a U.S. nongovernmental organization to encourage the involvement of women in business and she managed a portfolio of programs extending credit to women in El Salvador, Honduras and Costa Rica. As a Peace Corps volunteer, she served in the Dominican Republic. Kelley graduated from the University of New Hampshire with a degree in business administration and received an M.A. in public administration and women's studies from The George Washington University.



Steve Cox, the IAF's managing director for networks and strategic initiatives, has spent 36 years in international community development and environmental management. He returned to the IAF in June 2011 as vice president for programs after serving in senior executive positions with the Ford Foundation, the World Wildlife Fund, The Nature Conservancy, the World Resources Institute, INCAE Business School and Fundación Acceso, a nonprofit organization that he founded in Costa Rica. He began his career with a Guatemalan organization developing potable water systems for indigenous communities and has worked with the World Bank, the United Nations, the Global Environment Facility, CARE, the Oscar Arias Foundation, the Inter-American Institute of Human Rights and the Pew Charitable Trusts. Cox has been a guest lecturer at Columbia University, Duke University, the University of Maryland, the University of Minnesota and Notre Dame and has served on several boards of nonprofit organizations. He speaks Spanish and Portuguese and has resided for more than half of his professional life in Mexico, Costa Rica, Brazil, Peru and Guatemala. He graduated from the University of California at Berkeley with a degree in Latin American economic development and received a Master of Public Policy degree from Harvard.

LEADERSHIP



Lesley Duncan, the IAF's chief operating officer since September 2013, oversees information technology as well as the management of budget, personnel, audits, facilities and procurement functions. She came to the IAF from the U.S. Agency for International Development where she was a regional advisor on education based in Almaty, Kazakhstan. From 2002 to 2011, Duncan served with the U.S. Peace Corps as country director for Bulgaria and as administrative officer in Thailand. She also worked for the Peace Corps in Kyrgyzstan, Turkmenistan, Bangladesh, Sri Lanka and East Timor. Previous experience includes administering programs for the California court system related to jurors, interpreters and judicial budgeting and advising rule of law programs in Nigeria and Central Asia. As a Peace Corps volunteer Duncan worked with the staff of Paraguayan Ministry of Agriculture to improve beekeeping. She graduated from American University in Washington, D.C., and received an M.A. in public administration from the University of San Francisco. She is certified as a Fellow of the Institute for Court Management of the National Center for State Courts. She speaks Spanish and Thai.

TOP ISSUES FOR NEW ADMINISTRATION

DECLINING RESOURCES

Declining resources for the IAF's operations is both a threat to the agency's ability to achieve its mission and also an opening for a new administration to double or triple the impact of United States' investment in civil society in the region at low annual cost.

With a \$29 million total operating budget in FY 2016, the IAF's current funding is well below historical levels or effective demand for its services. The IAF manages three sources of funds: (1) annual appropriations; (2) repayments to the United States from the Social Progress Trust Fund (SPTF); and (3) gifts or interagency transfers.

Annual appropriations. The IAF receives a federal appropriation each year along with other independent foreign assistance agencies (Overseas Private Investment Corporation, Millennium Challenge Corporation, and the U.S. Africa Development Foundation). The \$22.5 million appropriated annually for the IAF since FY 2010 is substantially below the high of \$30.9 million appropriated in FY 1995. In real terms, this would be worth \$48.8 million today — more than double the IAF's FY 2016 appropriation.

SPTF. The U.S. government established the SPTF at the Inter-American Development Bank in 1961 to provide low-interest long-term loans to governments in Latin America. Congress directed in 1973 that repayment from the loans be transferred to the IAF to fund grants in accordance with the foundation's mission. The SPTF reflows have been a principal funding source for the IAF over the last four decades; at an average rate of \$8.5 million per year, it has supported 45 percent of the total cost of all IAF grants since 1974. The fund's balance is now about \$10 million, and annual reflows are slowing to a trickle over the next several years — an estimated \$1.4 million in FY 2017, dropping to just \$0.5 million in FY 2020.

Taken together, the low level of annual appropriations and a depleted SPTF severely constrain the IAF's programmatic capacity. The IAF's management has raised this issue each year with the Office of Management and Budget (OMB) and Congressional oversight committees. The OMB has encouraged the IAF to offset this lost capacity by partnering with other U.S. agencies and raising funds from private sources.

Gifts and interagency transfers. The IAF's board and management has acted on the OMB's suggestion, and the agency has begun to build a fundraising capacity, first by contracting a consulting firm in 2013 to help launch the effort, then hiring a full-time donor engagement coordinator in 2016. These efforts have not yet yielded the magnitude of resources necessary to replace the SPTF or lower appropriations. Since FY 2010, the IAF has raised a total of \$0.8 million

TOP ISSUES FOR NEW ADMINISTRATION

from private sources and received \$1.3 million in transfers from other U.S. agencies through partnership agreements.

OPPORTUNITY TO EXPAND IAF'S CENTRAL AMERICA PROGRAM

The Obama administration and Congress have increased attention and resources to address the root causes of migration from Central America (particularly El Salvador, Guatemala and Honduras). Within the administration, the IAF has participated in numerous interagency policy committee meetings to define the United States' Strategy for Central America. The IAF is named as a primary actor for several of the proposed lines of activity under the prosperity and governance objectives where the IAF's expertise in empowering local grassroots organizations working at the community level can complement the efforts of other agencies. Congress has endorsed an expanded role for the IAF, suggesting that up to \$15 million from FY 2016 development assistance monies managed by the State Department and the United States Agency for International Development (USAID) be transferred to the IAF for this purpose. Similar intentions are reflected in FY 2017 mark-ups by appropriations committees in both the Senate and House of Representatives.

Despite these intentions, no funds have yet been transferred to the IAF for the United States' Strategy in Central America. A multi-year commitment at the \$15 million level would represent a significant injection of funds managed directly by local community organizations. Channeling these funds through the IAF would: (1) increase their collective impact by ensuring that local organizations are connected productively with peer organizations for mutual support and collaboration, (2) take advantage of the IAF's infrastructure for ensuring that resources are applied effectively for the agreed purposes, and (3) leverage resources (generally more than a 1:1 match) provided or mobilized by grantee partners and enhance prospects for sustainability of initiatives being supported.

FILLING VACANT BOARD POSITIONS

Just two of the IAF's six current board members are serving within the term of their appointment. The other four are hold-over appointments who continue to serve until they resign or are replaced. Three board positions are vacant. The president has an opportunity right away to nominate seven board members to fill all three public sector positions and four private sector positions.

A full and current board is important for the IAF for reasons of good governance and strategy. While responsibility for day-to-day operations is delegated to a president and chief executive officer who is a full-time staff member of the agency, the board is charged with exercising

TOP ISSUES FOR NEW ADMINISTRATION

oversight and providing strategic direction. A full and current board is better able to carry out both responsibilities.

The three public sector positions have normally been filled with individuals serving as assistant secretary for the State Department, assistant administrator of USAID, ambassador for the Organization of American States, or executive director of the Inter-American Development Bank. These individuals have provided the IAF an important bridge with their respective agency or organization, which has facilitated the coordination of agendas and actions.

Board members drawn from the private sector provide useful insight and strategic orientation from other points of view that enrich the IAF's deliberations and can bridge to key stakeholders outside government. This is particularly important as the agency seeks to raise substantial resources privately to complement Congressional appropriations.

ESTABLISHING A SUBSIDIARY CORPORATION TO FACILITATE PUBLIC-PRIVATE PARTNERSHIPS

The IAF's board has approved a resolution proposing an amendment to the IAF's statute to authorize establishment of a subsidiary corporation to facilitate private fundraising and more effectively involve the private sector in the foundation's mission. An amendment is required to comply with the Government Corporations Control Act, which prohibits a government corporation from establishing a subsidiary unless specifically authorized by Congress. The Obama administration reviewed and endorsed the draft legislation and transmitted it to the House and Senate in June 2016. The IAF's management has discussed the legislation with members of the authorizing committee in each chamber who have expressed interest in sponsoring it.

A subsidiary corporation would give the IAF a tool to leverage its modest federal funding to attract significant non-appropriated funds and establish public-private partnerships to advance the foundation's statutory purposes. The goal is not to replace annual appropriations, which would undermine the IAF's ability to leverage non-federal resources. Rather, it is intended to help the IAF expand its reach at no additional cost to the U.S. taxpayer.

A subsidiary would:

- Present potential donors a familiar legal form and supporting documentation so that donations can be processed under standard operating procedures. The entity would produce standard accountability documents for donated funds (e.g. IRS Form 990).

TOP ISSUES FOR NEW ADMINISTRATION

- Provide operational flexibility for managing and accounting donors' financial contributions, including ownership of an account(s) in a commercial bank(s) that would support transactions in U.S. dollars or local currencies, as appropriate.
- Allow select donors to sit on the subsidiary's board, while retaining a controlling interest by the IAF's board of directors appointed by the president and confirmed by the Senate.
- Permit creation of revenue-generating special purpose vehicles that limit partners' liability (including the U.S. government).
- Provide greater operational flexibility for managing human resources associated with donated funds. Employees of such a subsidiary would not be deemed employees of the United States for any purpose.
- Be eligible for designation as a third party beneficiary or assignee of any interagency agreement entered into by the IAF.

BUDGET & PERSONNEL

The IAF's resources come from Congressional appropriations, the SPTF, private donations, and reimbursements or transfers from other federal foreign assistance agencies. In addition, grantee partners make a significant contribution to cover the cost of the programs the IAF supports.

Over 86 percent of IAF funding, including grantee counterpart, goes directly into grants and other program implementation activities. Program implementation includes all activities essential to the IAF's central programmatic purpose of supporting initiatives proposed by the organized poor in Latin America and the Caribbean to improve their quality of life. The result is increased support for democracy and strengthened bonds of friendship and understanding in the Western Hemisphere. In terms of budget, this encompasses all expenses and "objects" directly tied to grant making, evaluation, technical assistance, research and strategic initiatives in Latin America and the Caribbean, including the corresponding portion of personnel/benefits, travel, contractual services and rent.

BUDGET NOTES

Reclassification of Program Implementation Charges

In 2015, IAF worked with the OMB to reclassify all "program" specific personnel and rent expenditures from "Category A" to "Category B" fund, and from "Program Support" to "Program Implementation," to improve transparency and facilitate more accurate comparisons across agencies and sectors for the OMB, Congress and the general public at large. In terms of budget, this includes all personnel compensation (MOC 11), civilian personnel benefits (MOC 12), and rent charges (MOC 23) that are in direct support of IAF's programs and beneficiaries.

Office Lease renewal impact on budget

The IAF fully obligated its \$3.1 million five-year lease (April 2017 to April 2022) with FY 2016 dollars in accordance with the Antideficiency and Recording Acts. This increased rent by \$3.1 million but reduced the budget estimates for FY 2017 and FY 2018 by \$715,000 a year.

Shared Services Utilization

In compliance with OMB guidance, the IAF contracts out much of its financial management, procurement services, and human resources functions to the U.S. Treasury's Bureau of Fiscal Services' Administrative Resource Center and U.S. Department of Interior's Interior Business Center, respectively, enabling the IAF to acquire the full range of functional expertise in each area efficiently and deploy the agency's limited human resources for mission critical activities.

BUDGET & PERSONNEL

FUNDING SOURCES BY PROGRAM ACTIVITY AND TYPE OF FUND

SOURCE OF FUNDS	FY 2009 ACTUALS (DOLLARS)	FY 2016 ACTUALS (DOLLARS)	FY 2017 ESTIMATES (DOLLARS)
Appropriated Funds			
Current Year Appropriated Funds	22,500,000	22,500,000	22,500,000
Appropriated Funds from Prior Year	116,497	604,634	291,326
Recoveries Appropriated Funds	479,260	668,909	650,000
Carryover to Future Year	(157,383)	(291,326)	(266,784)
SPTF Funds			
Current Year and Recoveries SPTF	6,663,893	5,438,093	3,616,904
Interagency Reimbursements	-	26,865	-
Gift Funds	-	84,948	1,500,000
Total Obligation Authority	29,602,267	29,032,123	28,291,446
Grants and Audits			
Appropriated Funds	10,828,336	6,618,883	9,695,806
SPTF Funds	6,663,893	5,438,093	3,616,904
Interagency Reimbursements	-	26,865	-
Gift Funds	-	84,948	1,200,000
Subtotal - Grants/Grant Audits	17,492,229	12,168,789	14,512,710
Program Implementation			
Appropriated Funds	4,240,833	9,657,859	7,886,723
Interagency Reimbursements	-	-	-
Gift Funds	-	4,407	300,000
Subtotal - Program Implementation	4,240,833	9,662,266	8,186,723
Total Program Activities	21,733,062	21,831,055	22,699,433
Program Support			
Appropriated Funds	7,869,205	7,200,588	5,592,013
Gift Funds	-	480	-
Total Program Support Activities	7,869,205	7,201,068	5,592,013
Total Obligation Authority	29,602,267	29,032,123	28,291,446
Counterpart Committed or Mobilized by Grantees	21,606,000	22,789,263	20,027,540
Total (including Grantee Counterpart)	51,208,267	51,821,386	49,044,621

BUDGET & PERSONNEL

PERSONNEL AND NON-PERSONNEL EXPENSES BY PROGRAM ACTIVITY & OBJECT CLASS

Object Class	Category	FY 2009 Actuals (Dollars)	FY 2016 Actuals (Dollars)	FY 2017 Estimates (Dollars)
PROGRAM SUPPORT ACTIVITIES				
<u>Personnel Expenses</u>				
11	Personnel Compensation*	3,897,195	1,710,888	1,829,288
12/13	Personnel Benefits*	1,007,509	640,595	620,179
	Subtotal	4,904,704	2,351,483	2,449,467
<u>Non-Personnel Expenses</u>				
21	Travel and Transportation of Persons	515,000	83,168	66,000
22	Transportation of Things	3,000	495	3,995
23	Rent, Communications, Utilities, and Misc. Charges**	811,758	1,659,902	161,185
24	Printing and Reproduction	48,230	4,815	52,900
25	Other Services (Contractual)***	1,521,594	2,912,132	2,711,204
26	Supplies and Materials	47,984	20,301	22,762
31	Equipment	16,935	168,772	124,500
	Subtotal	2,964,501	4,849,585	3,142,546
	Total Program Support	7,869,205	7,201,068	5,592,013
PROGRAM IMPLEMENTATION ACTIVITIES				
<u>Personnel Expenses</u>				
11	Personnel Compensation*	-	2,193,253	2,381,199
12	Civilian Personnel Benefits*	-	716,766	779,764
	Subtotal	-	2,910,019	3,160,963
<u>Non-Personnel Expenses</u>				
21/22	Travel and Transportation of Persons/Things	18,500	294,372	308,000
23	Rent, Communications, and Utilities**	120,000	2,298,112	-
24	Printing and Reproduction	175,205	-	-
25	Other Services (Contractual)***	3,927,128	4,159,763	4,717,760
41	Grants & Grant Audit Payments	17,492,229	12,168,789	14,512,710
	Subtotal	21,733,062	18,921,036	19,538,470
	Total Program Implementation	21,733,062	21,831,055	22,699,433
	Total Program Support and Implementation Expenses	29,602,267	29,032,123	28,291,621
	Counterpart Committed or Mobilized by Grantees	21,606,000	22,789,263	20,027,540
	Total (including Grantee Counterpart)	51,208,267	51,821,386	49,044,621
Ratios:				
	Program Support/Total (incl. Grantee Counterpart)	15.4%	13.90%	11.4%
	Program Support/Total (excl. Grantee Counterpart)	26.6%	24.80%	19.8%
	Full-Time Equivalent Usage	42	38	42

*IAF reclassified personnel and rent costs specific to program implementation from "Category A" to "Category B" in FY 2015.

**FY16 includes IAF's \$3.1M five-year lease renewal for FY 2017 - FY 2022 inflating FY16 rent costs relative to previous fiscal years.

*** The increase in Other Services costs since FY 2009 reflects a shift from interagency to private sector IT contractual services to allow the IAF to modernize IT functionality and security compliance, as well as an increase in Local Liaison Advisory Services (LLAS) contracts to support and grow in-country technical assistance capacity.

BUDGET & PERSONNEL

PERSONNEL PROFILE (AT THE END OF 2015)

- Size of workforce: 41 permanent and temporary staff members
- By level: 1 Executive (President) and 40 General Schedule of which 74 percent in the GS 11 – 15 range
- Length of federal service:
 - Less than 5 years: 11 employees
 - 5 to 10 years: 17 employees
 - 10 to 15 years: 3 employees
 - 15 to 20 years: 7 employees
 - 25 to 30 years: 2 employees
 - More than 30 years: 1 employee
- Retirement eligible: two staff members are eligible now for retirement
- Age breakdown of workforce:
 - 20-29: 6 employees
 - 30-39: 10 employees
 - 40-49: 9 employees
 - 50-59: 12 employees
 - 60-69: 3 employees
 - 70-79: 1 employee
- Positions vacant: One position is vacant at this time (knowledge management / monitoring and evaluation)
- Gender: 16 male 25 female
- Participation: 51.25 percent racial / ethnic minorities

CONTRACTORS

The IAF procures in-country services of 16 program liaisons, 16 data verifiers/evaluators, and 14 financial auditors (local, non-U.S. hire) contractors to assist with oversight, trouble-shooting, technical assistance and networking.

RELATIONSHIPS WITH OTHER FEDERAL AGENCIES

Interagency Agreements with the Department of State

The U.S. Department of State Bureau of Western Hemisphere Affairs and the IAF have entered into two interagency agreements, both of which were designed to implement commitments made by the U.S. government in two different Summits of the Americas.

The first, undertaken between 2010 and 2015, was in support of the Inter-American Social Protection Network (IASPN). The ultimate goal of the IAF's engagement with the IASPN was to highlight new and creative ways that civil society organizations contribute to social protection provision; identify the most effective practices used to address issues of social protection; and make concrete suggestions for improving social protection policies. This initiative has funded six projects proposed and implemented by local civil society organizations in Ecuador, Guatemala, Jamaica and Peru. The IAF also organized technical training exchanges in Paraguay and Ecuador, bringing together IAF grantee partners that are implementing social protection projects addressing social and economic inclusion. The IAF also facilitated a regional meeting in Peru, where 35 civil society social protection practitioners from 17 organizations met to reflect on their experiences, identify lessons learned, and make country-level recommendations for improving social protection policies. State Department funding totaling \$850,000 was matched by IAF support totaling \$859,871. A final report summarizing the principal recommendations made by the civil society organizations was presented at the 2015 Summit of the Americas.

The second, initiated in 2012, was in support of the Americas Partnership on Social Inclusion and Equality. The goal of this agreement was to promote social inclusion, combat persistent racism and discrimination, reduce poverty, and share best practices and tools to promote diversity and equality in the region. This initiative has funded nine projects proposed and implemented by local civil society organizations in Brazil, Colombia, Ecuador, Paraguay and Peru. Grants aimed to strengthen organizations that work to promote racial, ethnic, and gender equality, LGBTI rights, and social inclusion. The IAF also organized, in collaboration with hemispheric partners, two regional exchanges that brought together representatives from grantee partner organizations to share best practices on the inclusion of vulnerable groups in civil society. State Department funding totaling \$400,000 was matched by IAF support totaling \$1,482,623. A final report is due in December 2016.

RELATIONSHIPS WITH OTHER FEDERAL AGENCIES



Joint Statement of USAID and the Inter-American Foundation August 29, 2012

The U.S. national interest in Latin America and the Caribbean is well served by strong local institutions that provide citizens with opportunities for economic development and safe communities. The United States Agency for International Development (USAID) and the Inter-American Foundation (IAF) share a commitment to these outcomes. Together, we provide a continuum of approaches that enables the U.S. to respond flexibly, with intelligent and innovative responses, to the challenges and opportunities presented in the region today.

USAID, as the lead development agency of the U.S. government, has the strategic capacity to directly engage the region's governments and development actors. USAID's professional, institutional and financial resources enable the agency to play a catalytic role supporting reforms and capacity-building at the national and sub-national levels, whether enhancing transparency, improving regulatory environments or strengthening judicial systems. The agency is uniquely qualified to help frame and advance national policy reform efforts by engaging leadership in the region on a diverse array of social inclusion, economic and governance issues through both the public and private sectors, and with civil society actors.

The Inter-American Foundation, an independent U.S. government agency, is driven by a complementary and more specific premise that thriving local communities are necessary building blocks for resilient democracies. The IAF is explicitly designed to support and learn from initiatives developed and executed by the organized poor of the region and associated civil society organizations. The Foundation's grant program invests directly in community groups to generate jobs, strengthen local organizations and address systemic constraints to community development. The IAF's specialized development expertise and grant making experience allow it to make distinctive contributions to the knowledge base that informs and advances community development practice.

As USAID embarks on its reform effort, USAID Forward, various opportunities for beneficial collaborations with the IAF may present themselves. For example, fostering effective partnerships with local organizations is a focus of USAID Forward; the IAF specializes in direct, local-level engagement and outreach. By combining USAID's deep regional and country-specific knowledge with the IAF's expertise in local community engagement, the agencies will aim to cultivate the conditions where traditional development assistance is no longer needed. Moreover, USAID harnesses innovation and supports creative solutions to development issues. Complementarily, the IAF invests in new self-help ideas from grassroots groups and nongovernmental organizations that can benefit from opportunities to scale-up and replicate their work. Furthermore, USAID Forward makes monitoring and evaluation an integral part of program design, budgeting, and strategy, which is also central to the IAF's mission. For over fifteen years, the IAF has monitored and analyzed all its grants using a pioneering methodology (the Grassroots Development Framework) which informs its efforts to extract and disseminate useful lessons.

Having complementary, but independent foreign assistance agencies can strengthen our national interest. Together, USAID and the IAF can offer greater continuity and diversification of U.S. relationships in the region. By enhancing and building upon one another's knowledge and strengths, USAID and the IAF can help shape and sustain a strong and prosperous Latin America from grassroots community organizations to national government agencies.

GOVERNANCE AND OVERSIGHT

The IAF board of directors has delegated to the president and CEO authority for all day-to-day decision making and operations, consistent with law and established policy. This delegation includes the authority to:

- Review and approve all funding actions (grants, cooperative agreements and amendments)
- Execute legal agreements and obligate funds related to such funding actions
- Monitor, evaluate and disseminate information about IAF-supported projects
- Take any action deemed necessary to manage program support and administrative functions, including those related to personnel, information and communications technology, budget, and facilities

In carrying out these responsibilities the president is supported by the agency's leadership team, which is comprised of a general counsel, chief operating officer, and three managing directors for external and government affairs, networks and strategic initiatives, and grants and portfolio management.

As a government corporation, the IAF has a measure of fiscal autonomy, but it is subject to the vast majority of administrative laws and regulations governing other federal agencies — including the Antideficiency Act, the Freedom of Information Act, the Privacy Act, the Ethics in Government Act, procurement laws, Equal Employment Opportunity laws, and many others — and it has established procedures and policies to comply with these requirements. The IAF has shared services agreements with the U.S. Treasury Department, Bureau of Fiscal Services' Administrative Resource Center for most of its financial management, procurement, and travel services; the U.S. Interior Department, Interior Business Center for most human resources functions; and the U.S. Geological Service for equal employment opportunity functions. Each of these shared services providers has its own compliance and oversight capacities.

The IAF operates in accordance with a five-year strategic plan. Management reports to the board of directors, the OMB, and Congress against the goals it has established. It prepares an annual budget request to OMB, and subsequently a Congressional Budget Justification to support the president's budget request to Congress (see appendix 5).

The IAF has several risk management tools it uses as part of its internal monitoring and oversight. It cooperates with U.S. embassies to vet potential grantee partners before any grant agreements are finalized. Potential grants are subject to a rigorous peer review process within the foundation, and every grant is reviewed for legal sufficiency by the office of the general counsel before approval. The IAF has a robust audit function that reviews financial management and other aspects of grantee partner performance under each grant. It has a grant oversight committee,

GOVERNANCE AND OVERSIGHT

chaired by the chief operating officer and comprised of the general counsel, internal auditor, and program staff, to address and take corrective action in cases of non-compliance with grant terms or other issues. It employs a donor vetting process to ensure charitable contributions to the foundation are appropriate from a legal and reputational risk perspective.

Office of the Inspector General (OIG)

The USAID Office of Inspector General (OIG) provides independent oversight that promotes efficiency, effectiveness, and integrity in U.S. foreign assistance programs. The OIG assumed responsibility for the IAF in 1999, when Congress directed it to provide oversight of both the IAF and the U.S. African Development Foundation.¹

The OIG's audit activities result in recommendations for improved compliance and management of agency programs. The OIG posts audit work to its public web site. Audits generally include:

- Annual assessment of the IAF's government charge card programs
- Annual financial statement audit
- Annual audit of Federal Information Management Act compliance
- Periodic performance audits

The OIG may conduct performance audits on the IAF's programs, assessing their compliance with applicable guidance and effectiveness in meeting program objectives. Most recently, the OIG issued an early FY 2016 report on the IAF's activities in Brazil and El Salvador (see appendix 6).

The OIG's investigative activities include responding to allegations of potential fraud or other types of misconduct that threaten the integrity of IAF programs and may lead to loss of agency funds.

Government Accountability Office (GAO)

The U.S. Government Accountability Office (GAO) may report on the IAF from time to time. There are no recent GAO reports on the IAF alone; rather, the IAF is included among many foreign assistance agencies under review for a specific topic.

- Federal Real Property: Actions Needed to Enhance Information on and Coordination among Federal Entities with Leasing Authority (July 2016)
- Federal Real Property: Opportunities Exist to Enhance Information on and Coordination among Federal Entities with Leasing Authority (July 2016)
- Retirement Security: Shorter Life Expectancy Reduces Projected Lifetime Benefits for Lower Earners (April 2016)

¹ Admiral James W. Nance and Meg Donovan Foreign Relations Authorization Act (P.L. 106-113, App. G).

GOVERNANCE AND OVERSIGHT

- International Remittances: Actions Needed to Address Unreliable Official U.S. Estimate (February 2016)

Interagency council membership

The IAF participates in several Small Agency Council committees, including the Small Agency Finance Committee; Small Agency Council Training; Small Agency Chief Information Officer; and Training and Small Agency Procurement committee.

FY 2017 AGENCY ACTION AND ACTIVITIES CALENDAR

MONTH	ACTION/ACTIVITY	DATES
October	Interagency agreements signed for shared services	1
	Orientation workshop for new cohort of IAF grassroots development fellows	20 - 21
	All performance plans for new Fiscal Year signed by staff and supervisors	31
November	Annual meeting of the board with the advisory council	14
	All performance appraisals for previous Fiscal Year signed by staff and supervisors	30
December		
January		
February	Annual Performance Report and Congressional Budget Justification sent to Congress	TBD
	Mid-Year Conference of IAF Fellows	13 -17
	Board trip to Colombia	20 - 24
March	Biannual meeting of program staff and in-country contractors	Mid-March / TBD
	Academic Review Committee meets to select next cohort of IAF Fellows	23 - 24
April	Mid-year performance reviews signed by staff and supervisors	30
May	OSHA report due	1
	Meeting of the board of directors	8
June		
July		
August	Congressional staff delegation trip to selected countries/projects	TBD
	Board call	9
September	Current and future Fiscal Year Operational Plans submitted to OMB	TBD
	Annual Performance Plan submitted to OMB	30

CONGRESSIONAL OVERSIGHT

Congressional oversight is largely exercised by the respective sub-committees of the House Foreign Affairs and Senate Foreign Relations committees (authorizers) and the House and Senate Appropriations committees (appropriators). IAF Congressional Liaisons: Manuel Nuñez, Managing Director for External and Government Affairs, MNunez@iaf.gov and Megan Fletcher, Congressional Affairs Specialist, MFletcher@iaf.gov.

HOUSE FOREIGN AFFAIRS – Subcommittee on Western Hemisphere

Majority

Jeff Duncan (R-SC) – Chair
Chris Smith (R-NJ)
Ileana Ros-Lehtinen (R-FL)
Michael McCaul (R-TX)
Matt Salmon (R-AZ)
Ron DeSantis (R-FL)
Ted Yoho (R-FL)
Daniel Donovan (R-NY)

Minority

Albio Sires (D-NJ) – Ranking Member
Joaquin Castro (D-TX)
Robin Kelly (D-IL)
Gregory Meeks (D-NY)
Alan Grayson (D-FL)
Alan Lowenthal (D-CA)

HOUSE APPROPRIATIONS – Subcommittee on State, Foreign Operations, and Related Programs

Majority

Kay Granger (R-TX) – Chair
Mario Diaz-Balart (R-FL)
Charlie Dent (R-PA)
Ander Crenshaw (R-FL)
Tom Rooney (R-FL)
Jeff Fortenberry (R-NE)
Chris Stewart (R-UT)

Minority

Nita Lowey (D-NY) – Ranking Member
Barbara Lee (D-CA)
C.A. Dutch Ruppersberger (D-MD)
Debbie Wasserman Schultz (D-FL)
José Serrano (D-NY)

SENATE FOREIGN RELATIONS – Subcommittee on Western Hemisphere, Transnational Crime, Civilian Security, Democracy, Human Rights, and Global Women’s Issues

Majority

Marco Rubio (R-FL) – Chair
Jeff Flake (R-AZ)
Cory Gardner (R-CO)
David Perdue (R-GA)
Johnny Isakson (R-GA)

Minority

Barbara Boxer (D-CA) – Ranking Member
Tom Udall (D-NM)
Tim Kaine (D-VA)
Edward J. Markey (D-MA)

SENATE APPROPRIATIONS - Subcommittee on State, Foreign Operations, and Related Programs

Majority

Lindsey Graham (R-SC) - Chair
Mitch McConnell (R-KY)
Mark Kirk (R-IL)
Roy Blunt (R-MO)
John Boozman (R-AR)
Jerry Moran (R-KS)
James Lankford (R-OK)
Steve Daines (R-MT)

Minority

Patrick Leahy (D-VT) – Ranking Member
Barbara Mikulski (D-MD)
Richard Durbin (D-IL)
Jeanne Shaheen (D-NH)
Christopher Coons (D-DE)
Jeff Merkley (D-OR)
Chris Murphy (D-CT)

CRISIS MANAGEMENT AND EMERGENCY RESPONSE

IAF Employees are divided among six teams of five to seven members for emergency situations in the Washington, D.C. office. Each team has a designated leader and alternate. The team composition is based on physical proximity of employee office space. Employees are expected to keep a copy of these emergency procedures and a list of telephone numbers for their respective team members for emergency purposes. Depending on the type of emergency, employees will either have to evacuate the building or remain in the building (shelter in place) in designated safe rooms until further notice. If it is necessary to evacuate the building, team leaders and alternates will assist the IAF Emergency Coordinator to ensure that all employees have left the floor. In case of an emergency situation while on official travel, IAF staff are covered by the U.S. Embassy-provided overseas medical and safety and security support, through the International Cooperative Administrative Support Services system.

Roles / responsibilities

The chief operating officer for the IAF is responsible for overseeing the safety and security of both personnel and property at the IAF. The final authority for determining certain safety conditions of the IAF and identifying existing public safety hazards, as well as establishing the appropriate corrective actions, shall rest with the Executive Management in cooperation with other elements of the Federal Government and the IAF. All matters affecting the safety conditions of the IAF shall be directed to the management analyst within the office of operations, who will act as emergency coordinator.

Continuity of operations information

Continuity of Operations (COOP) is a United States federal government initiative, required by U.S. presidential directive, to ensure that agencies are able to continue performance of essential functions under a broad range of circumstances.

The plan could be activated in response to a wide range of events or situations — from a fire in the building to a natural disaster, or from threat or occurrence of a terrorist attack. Any event that makes it impossible for employees to work in their regular facility could result in the activation of the continuity plan.

The IAF COOP site is hosted at Carpathia, located at 44874 Moran Road, Dulles, VA 20166.

Primary points of contact

Chief Operating Officer Lesley Duncan lduncan@iaf.gov.

LEXSTAT 22 USC 290F

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TITLE 22. FOREIGN RELATIONS AND INTERCOURSE
CHAPTER 7. INTERNATIONAL BUREAUS, CONGRESSES, ETC.
THE INTER-AMERICAN FOUNDATION

Go to the United States Code Service Archive Directory

22 USCS § 290f

§ 290f. Inter-American Foundation

(a) Establishment. There is created as an agency of the United States of America a body corporate to be known as the "Inter-American Social Foundation" (hereafter in this section referred to as the "Foundation").

(b) Congressional declaration of purpose. The future of freedom, security, and economic development in the Western Hemisphere rests on the realization that man is the foundation of all human progress. It is the purpose of this section to provide support for developmental activities designed to achieve conditions in the Western Hemisphere under which the dignity and the worth of each human person will be respected and under which all men will be afforded the opportunity to develop their potential, to seek through gainful and productive work the fulfillment of their aspirations for a better life, and to live in justice and peace. To this end, it shall be the purpose of the Foundation, primarily in cooperation with private, regional, and international organizations, to--

- (1) strengthen the bonds of friendship and understanding among the peoples of this hemisphere;
- (2) support self-help efforts designed to enlarge the opportunities for individual development;
- (3) stimulate and assist effective and ever wider participation of the people in the development process;
- (4) encourage the establishment and growth of democratic foundations, private and governmental, appropriate to the requirements of the individual sovereign nations of this hemisphere.

In pursuing these purposes, the Foundation shall place primary emphasis on the enlargement of educational opportunities at all levels, the production of food and the development of agriculture, and the improvement of environmental conditions relating to health, maternal and child care, family planning, housing, free trade union development, and other social and economic needs of the people.

(c) Programs and projects to achieve purposes. The Foundation shall carry out the purposes set forth in subsection (b) of this section primarily through and with private organizations, individuals, and international organizations by undertaking or sponsoring appropriate research and by planning, initiating, assisting, financing, administering, and executing programs and projects designed to promote the achievement of such purposes.

(d) Coordination of activities with national and international agencies. In carrying out its functions under this section, the Foundation shall, to the maximum extent possible, coordinate its undertakings with the developmental activities in the Western Hemisphere of the various organs of the Organization of American States, the United States Government, international organizations, and other entities engaged in promoting social and economic development of Latin

America.

(e) Powers and functions. The Foundation, as a corporation--

- (1) shall have perpetual succession unless sooner dissolved by an Act of Congress;
- (2) may adopt, alter, and use a corporate seal, which shall be judicially noticed;
- (3) may make and perform contracts and other agreements with any individual, corporation, or other body of persons however designated whether within or without the United States of America, and with any government or governmental agency, domestic or foreign;
- (4) shall determine and prescribe the manner in which its obligations shall be incurred and its expenses, including expenses for representation (not to exceed \$ 10,000 in any fiscal year), allowed and paid;
- (5) may, as necessary for the transaction of the business of the Foundation, employ, and fix the compensation of not to exceed one hundred persons at any one time;
- (6) may acquire by purchase, devise, bequest, or gift, or otherwise lease, hold, and improve, such real and personal property as it finds to be necessary to its purposes, whether within or without the United States, and in any manner dispose of all such real and personal property held by it and use as general funds all receipts arising from the disposition of such property;
- (7) shall be entitled to the use of the United States mails in the same manner and on the same conditions as the executive departments of the Government;
- (8) may, with the consent of any board, corporation, commission, independent establishment, or executive department of the Government, including any field service thereof, avail itself of the use of information, services, facilities, officers, and employees thereof in carrying out the provisions of this section;
- (9) may accept money, funds, property, and services of every kind by gift, devise [devise], bequest, grant, or otherwise, and make advances, grants, and loans to any individual, corporation, or other body of persons, whether within or without the United States of America, or to any government or governmental agency, domestic or foreign, when deemed advisable by the Foundation in furtherance of its purposes;
- (10) may sue and be sued, complain, and defend, in its corporate name in any court of competent jurisdiction; and
- (11) shall have such other powers as may be necessary and incident to carrying out its powers and duties under this section.

(f) Disposal of assets on liquidation. Upon termination of the corporate life of the Foundation all of its assets shall be liquidated and, unless otherwise provided by Congress, shall be transferred to the United States Treasury as the property of the United States.

(g) Board of directors; number, term, and appointment. The management of the Foundation shall be vested in a board of directors (hereafter in this section referred to as the "Board") composed of nine members appointed by the President, by and with the advice and consent of the Senate, one of whom he shall designate to serve as Chairman of the Board and one of whom he shall designate to serve as Vice Chairman of the Board. Six members of the Board shall be appointed from private life. Three members of the Board shall be appointed from among the following: officers or employees of agencies of the United States concerned with inter-American affairs, the United States Executive Director of the Inter-American Development Bank, or the Alternate Executive Director of the Inter-American Development Bank. Members of the Board shall be appointed for terms of six years, except that of the members first appointed two shall be appointed for terms of two years and two shall be appointed for terms of four years, as designated by the President at the time of their appointment. A member of the Board appointed to fill a vacancy occurring prior to the expiration of the term for which his predecessor was appointed shall be appointed only for the remainder of such term; but upon the expiration of his term of office a member shall continue to serve until his successor is appointed and shall have qualified. Members of the Board shall be eligible for reappointment. All individuals appointed to the Board shall possess an understanding of and sensitivity to community level development processes. No more than 5 members of the Board may be members of any one political party.

(h) Reimbursement of expenses. Members of the Board shall serve without additional compensation, but shall be

reimbursed for travel expenses, including per diem in lieu of subsistence, in accordance with section 5703 of title 5, United States Code [5 USCS § 5703], while engaged in their duties on behalf of the corporation.

(i) Board; authority. The Board shall direct the exercise of all the powers of the Foundation.

(j) Rules and regulations; quorum of the Board. The Board may prescribe, amend, and repeal bylaws, rules, and regulations governing the manner in which the business of the Foundation may be conducted and in which the powers granted to it by law may be exercised and enjoyed. A majority of the Board shall be required as a quorum.

(k) Authority of the Board to appoint committees. In furtherance and not in limitation of the powers conferred upon it, the Board may appoint such committees for the carrying out of the work of the Foundation as the Board finds to be for the best interests of the Foundation, each committee to consist of two or more members of the Board, which committees, together with officers and agents duly authorized by the Board and to the extent provided by the Board, shall have and may exercise the powers of the Board in the management of the business and affairs of the Foundation.

(l) President of Foundation: appointment and compensation; employment of experts and consultants.

(1) The chief executive officer of the Foundation shall be a President who shall be appointed by the Board of Directors on such terms as the Board may determine. The President shall receive compensation at the rate provided for level IV of the Executive Schedule under section 5315 of title 5, United States Code [5 USCS § 5315].

(2) Experts and consultants, or organizations thereof, may be employed as authorized by section 3109 of title 5, United States Code [5 USCS § 3109].

(m) Establishment of Council; consultation by the Board; reimbursement of expenses of members of the Council. In order to further the purposes of the Foundation there shall be established a Council to be composed of such number of individuals as may be selected by the Board from among individuals knowledgeable concerning developmental activities in the Western Hemisphere. The Board shall, from time to time, consult with the Council concerning the objectives of the Foundation. Members of the Council shall receive no compensation for their services but shall be entitled to reimbursement in accordance with section 5703 of title 5, United States Code [5 USCS § 5703], for travel and other expenses incurred by them in the performance of their functions under this subsection.

(n) Nonprofit nature of the Foundation; conflict of interests. The Foundation shall be a nonprofit corporation and shall have no capital stock. No part of its revenue, earnings, or other income or property shall inure to the benefit of its directors, officers, and employees and such revenue, earnings, or other income, or property shall be used for the carrying out of the corporate purposes set forth in this section. No director, officer, or employee of the corporation shall in any manner directly or indirectly participate in the deliberation upon or the determination of any question affecting his personal interests or the interests of any corporation, partnership, or organization in which he is directly or indirectly interested.

(o) Personnel; service in foreign governments or agencies. When approved by the Foundation, in furtherance of its purpose, the officers and employees of the Foundation may accept and hold offices or positions to which no compensation is attached with governments or governmental agencies of foreign countries.

(p) Service of employees of other agencies in the Foundation; rights and privileges. The Secretary of State shall have authority to detail employees of any agency under his jurisdiction to the Foundation under such circumstances and upon such conditions as he may determine. Any such employee so detailed shall not lose any privileges, rights, or seniority as an employee of any such agency by virtue of such detail.

(q) Establishment of principal and branch offices. The Foundation shall maintain its principal office in the metropolitan Washington, D.C., area. The Foundation may establish agencies, branch offices, or other offices in any place or places outside the United States in which the Foundation may carry on all or any of its operations and business.

(r) Exemption from tax. The Foundation, including its franchise and income, shall be exempt from taxation now or hereafter imposed by the United States, or any territory or possession thereof, or by any State, county, municipality, or local taxing authority.

(s) Authorization of appropriation.

(1) Notwithstanding any other provision of law, not to exceed an aggregate amount of \$ 50,000,000 of the funds made available for the fiscal years 1970 and 1971 to carry out Part I of the Foreign Assistance Act of 1961 [22 USCS §§ 2151 et seq.] shall be available to carry out the purposes of this section. Funds made available to carry out the purposes of this section under the preceding sentence are authorized to remain available until expended.

(2) There are authorized to be appropriated \$ 28,800,000 for fiscal year 1992 and \$ 31,000,000 for fiscal year 1993 to carry out this section. Amounts appropriated under this paragraph are authorized to remain available until expended.

(t) Application of Government Corporation Control Act. The Foundation shall be subject to the provisions of the Government Corporation Control Act [31 USCS §§ 9101 et seq.].

(u) Interest on funds invested pending disbursement. When, with the permission of the Foundation, funds made available to a grantee under this section are invested pending disbursement, the resulting interest is not required to be deposited in the United States Treasury if the grantee uses the resulting interest for the purposes for which the grant was made. This subsection applies with respect to both interest earned before and interest earned after the enactment of this subsection [enacted Aug. 24, 1982].

(v) Travel expenses. Funds made available to the Foundation may be used for the expenses described in *section 1345 of title 31 of the United States Code* (relating to travel, transportation, and subsistence expenses for meetings).

(w) Printing expenses. Funds made available to the Foundation may be used for printing and binding without regard to *section 501 of title 44, United States Code*.

HISTORY:

(Dec. 30, 1969, P.L. 91-175, Part IV, § 401, 83 Stat. 821; Feb. 7, 1972, P.L. 92-226, Part IV, § 406(2)-(5), 86 Stat. 34; Aug. 17, 1977, P.L. 95-105, Title V, § 508, 91 Stat. 859; Aug. 24, 1982, P.L. 97-241, Title V, § 501, 96 Stat. 297; Nov. 22, 1983, P.L. 98-164, Title X, § 1001, 97 Stat. 1051; Aug. 8, 1985, P.L. 99-83, Title VII, § 708, 99 Stat. 243; Oct. 24, 1986, P.L. 99-529, Title II, § 202(e), Title IV, § 403(a), 100 Stat. 3012, 3019; Feb. 16, 1990, P.L. 101-246, Title VI, § 601, 104 Stat. 73; Oct. 28, 1991, P.L. 102-138, Title I, Part E, § 173(a)-(d), 105 Stat. 680.)

(As amended June 21, 2007, P.L. 110-38, § 1, 121 Stat. 230.)

HISTORY; ANCILLARY LAWS AND DIRECTIVES

Explanatory notes:

In subsec. (t), "*31 USCS §§ 9101 et seq.*" has been inserted in brackets pursuant to § 4(b) of Act Sept. 13, 1982, P.L. 97-258, which appears as a note preceding *31 USCS § 101*. Section 1 of such Act enacted Title 31 as positive law, and § 4(b) of such Act provided that a reference to a law replaced by § 1 of such Act is deemed to refer to the corresponding provision enacted by such Act.

The bracketed word "devise" is inserted in subsec. (e)(9) as the word probably intended by Congress.

Amendments:

1972. Act Feb. 7, 1972, in subsec. (a), substituted "Inter-American Foundation" for "Inter-American Social Development Institute" and "Foundation" for "Institute"; in subsecs. (b)-(e) introductory matter, substituted "Foundation" for "Institute" wherever appearing; in subsec. (e), in para. (4), inserted ", including expenses for representation (not to exceed \$ 10,000 in any fiscal year)", and in paras. (5) and (9), substituted "Foundation" for "Institute"; in subsecs. (f), (g), and (i)-(k), substituted "Foundation" for "Institute"; in subsec. (l), designated existing provisions as para. (1) and in para. (1) as so designated, substituted "Foundation" for "Institute", and added para. (2); and in subsecs. (m)-(r) and (t), substituted "Foundation" for "Institute".

1977. Act Aug. 17, 1977, in subsec. (s), designated existing provisions as para. (1) and added para. (2).

1982. Act Aug. 24, 1982, in subsec. (h), substituted "travel expenses, including per diem in lieu of subsistence, in accordance with *section 5703 of title 5, United States Code*" for "actual and necessary expenses not in excess of \$ 50 per day, and for transportation expenses"; in subsec. (s)(2), substituted "\$ 12,000,000 for the fiscal year 1982 and \$ 12,800,000 for the fiscal year 1983" for "\$ 25,000,000 for each of the fiscal years 1979 and 1980"; and added subsec. (u).

1983. Act Nov. 22, 1983, in subsec. (s)(2), substituted "\$ 16,000,000 for the fiscal year 1984 and \$ 16,000,000 for the fiscal year 1985" for "\$ 12,000,000 for the fiscal year 1982 and \$ 12,800,000 for the fiscal year 1983".

1985. Act Aug. 8, 1985 (effective 10/1/85, as provided by § 1301 of such Act, which appears as 22 USCS § 2151-1 note), in subsec. (s)(2), substituted the sentence beginning "There are . . ." for one which read: "There is authorized to be appropriated not to exceed \$ 16,000,000 for the fiscal year 1984 and \$ 16,000,000 for the fiscal year 1985 to carry out the purposes of this section."

1986. Act Oct. 24, 1986, in subsec. (s), in para. (2), substituted "\$ 12,969,000 for fiscal year 1987 (not less than \$ 1,000,000 of which shall be for Haiti)" for "\$ 11,969,000 for fiscal year 1987".

Such Act further (effective 120 days after enactment on 10/24/86, as provided by § 403(b) of such Act, which appears as a note to this section), in subsec. (g), substituted "nine" for "seven", and "Six" for "Four".

1990. Feb. 16, 1990, in subsec. (s)(2), substituted "There are authorized to be appropriated \$ 16,932,000 for the fiscal year 1990 and \$ 25,000,000 for the fiscal year 1991 to carry out the purposes of this section." for "There are authorized to be appropriated \$ 11,969,000 for fiscal year 1986 and \$ 12,969,000 for fiscal year 1987 (not less than \$ 1,000,000 of which shall be for Haiti) to carry out the purposes of this section."

1991. Act Oct. 28, 1991, substituted subsec. (q) for one which read: "The Foundation shall establish a principal office. The Foundation is authorized to establish agencies, branch offices, or other offices in any place or places within the United States or elsewhere in any of which locations the Foundation may carry on all or any of its operations and business."; in subsec. (s)(2), substituted the sentence beginning "There are . . ." for one which read: "There are authorized to be appropriated \$ 16,932,000 for the fiscal year 1990 and \$ 25,000,000 for the fiscal year 1991 to carry out the purposes of this section."; and added subsecs. (v) and (w).

Such Act further (applicable as provided by § 173(b)(2) of such Act, which appears as a note to this section), in subsec. (g), added the sentences beginning "All individuals . . ." and "No more than . . .".

2007. Act June 21, 2007, in subsec. (g), substituted the sentence beginning "Three members of the Board . . ." for "Three members of the Board shall be appointed from among officers or employees of agencies of the United States concerned with inter-American affairs."

Short titles:

Act Dec. 30, 1969, P.L. 91-175, Part IV, 83 Stat. 821, as amended by Act Feb. 7, 1972, P.L. 92-226, Part IV, § 406(1), 86 Stat. 34, designated Part IV of such Act [this section] as "The Inter-American Foundation Act".

Other provisions:

Effective date of Oct. 24, 1986 amendment of subsec. (g). Act Oct. 24, 1986, P.L. 99-529, Title IV, § 403(b), 100 Stat. 3019, provides: "The amendments made by subsection (a) [amending subsec. (g) of this section] shall take effect 120 days after the date of enactment of this Act [enacted Oct. 24, 1986]."

Applicability of amendment made by § 173(b)(1) of Act Oct. 28, 1991. Act Oct. 28, 1991, P.L. 102-138, Title I, Part E, § 173(b)(2), 105 Stat. 680, provides: "The requirements established by the amendment made by paragraph (1) [amending subsec. (g) of this section] do not affect appointments made to the Board of the Inter-American Foundation before the date of enactment of this Act."

Abolition of the Inter-American Foundation. Act Nov. 29, 1999, P.L. 106-113, Div B, § 1000(a)(2), 113 Stat. 1535 (enacting into law § 586 of Title V of H.R. 3422 (113 Stat. 1501A-117), as introduced on Nov. 17, 1999; Nov. 6, 2000, P.L. 106-429, § 101(a), 114 Stat. 1900 (enacting into law § 591 of Title V of H.R. 5526 (114 Stat. 1900A-59), as introduced on Oct. 24, 2000), provides:

"(a) Definitions. In this section:

"(1) Director. The term 'Director' means the Director of the Office of Management and Budget.

"(2) Foundation. The term 'Foundation' means the Inter-American Foundation.

"(3) Function. The term 'function' means any duty, obligation, power, authority, responsibility, right, privilege, activity, or program.

"(b) Abolition of Inter-American Foundation. During fiscal years 2000 and 2001, the President is authorized to abolish the Inter-American Foundation. The provisions of this section shall only be effective upon the effective date of the abolition of the Inter-American Foundation.

"(c) Termination of functions.

(1) Except as provided in subsection (d)(2), there are terminated upon the abolition of the Foundation all functions vested in, or exercised by, the Foundation or any official thereof, under any statute, reorganization plan, Executive order, or other provisions of law, as of the day before the effective date of this section.

"(2) Repeal. Section 401 of the Foreign Assistance Act of 1969 (22 *U.S.C.* 290f) is repealed upon the effective date specified in subsection (j).

"(3) Final disposition of funds. Upon the date of transmittal to Congress of the certification described in subsection (d)(4), all unexpended balances of appropriations of the Foundation shall be deposited in the miscellaneous receipts account of the Treasury of the United States.

"(d) Responsibilities of the Director of the Office of Management and Budget.

(1) In general. The Director of the Office of Management and Budget shall be responsible for--

"(A) the administration and wind-up of any outstanding obligation of the Federal Government under any contract or agreement entered into by the Foundation before the date of the enactment of the Foreign Operations, Export Financing, and Related Programs Appropriations Act, 2000 [enacted Nov. 29, 1999], except that the authority of this subparagraph does not include the renewal or extension of any such contract or agreement; and

"(B) taking such other actions as may be necessary to wind-up any outstanding affairs of the Foundation.

"(2) Transfer of functions to the Director. There are transferred to the Director such functions of the Foundation under any statute, reorganization plan, Executive order, or other provision of law, as of the day before the date of the enactment of this section, as may be necessary to carry out the responsibilities of the Director under paragraph (1).

"(3) Authorities of the Director. For purposes of performing the functions of the Director under paragraph (1) and subject to the availability of appropriations, the Director may--

"(A) enter into contracts;

"(B) employ experts and consultants in accordance with *section 3109 of title 5, United States Code*, at rates for individuals not to exceed the per diem rate equivalent to the rate for level IV of the Executive Schedule; and

"(C) utilize, on a reimbursable basis, the services, facilities, and personnel of other Federal agencies.

"(4) Certification required. Whenever the Director determines that the responsibilities described in paragraph (1) have been fully discharged, the Director shall so certify to the appropriate congressional committees.

"(e) Report to Congress. The Director of the Office of Management and Budget shall submit to the appropriate congressional committees a detailed report in writing regarding all matters relating to the abolition and termination of the Foundation. The report shall be submitted not later than 90 days after the termination of the Foundation.

"(f) Transfer and allocation of appropriations. Except as otherwise provided in this section, the assets, liabilities (including contingent liabilities arising from suits continued with a substitution or addition of parties under subsection (g)(3)), contracts, property, records, and unexpended balance of appropriations, authorizations, allocations, and other funds employed, held, used, arising from, available to, or to be made available in connection with the functions, terminated by subsection (c)(1) or transferred by subsection (d)(2) shall be transferred to the Director for purposes of carrying out the responsibilities described in subsection (d)(1).

"(g) Savings provisions.

(1) Continuing legal force and effect. All orders, determinations, rules, regulations, permits, agreements, grants, contracts, certificates, licenses, registrations, privileges, and other administrative actions--

"(A) that have been issued, made, granted, or allowed to become effective by the Foundation in the performance of functions that are terminated or transferred under this section; and

"(B) that are in effect as of the date of the abolition of the Foundation, or were final before such date and are to become effective on or after such date,

shall continue in effect according to their terms until modified, terminated, superseded, set aside, or revoked in accordance with law by the President, the Director, or other authorized official, a court of competent jurisdiction, or by operation of law.

"(2) No effect on judicial or administrative proceedings. Except as otherwise provided in this section--

"(A) the provisions of this section shall not affect suits commenced prior to the date of the abolition of the Foundation; and

"(B) in all such suits, proceedings shall be had, appeals taken, and judgments rendered in the same manner and effect as if this section had not been enacted.

"(3) Nonabatement of proceedings. No suit, action, or other proceeding commenced by or against any officer in the official capacity of such individual as an officer of the Foundation shall abate by reason of the enactment of this section. No cause of action by or against the Foundation, or by or against any officer thereof in the official capacity of such officer, shall abate by reason of the enactment of this section.

"(4) Continuation of proceeding with substitution of parties. If, before the date of the abolition of the Foundation, the Foundation, or officer thereof in the official capacity of such officer, is a party to a suit, then effective on such date such suit shall be continued with the Director substituted or added as a party.

"(5) Reviewability of orders and actions under transferred functions. Orders and actions of the Director in the exercise of functions terminated or transferred under this section shall be subject to judicial review to the same extent and in the same manner as if such orders and actions had been taken by the Foundation immediately preceding their termination or transfer. Any statutory requirements relating to notice, hearings, action upon the record, or administrative review that apply to any function transferred by this section shall apply to the exercise of such function by the Director.

"(h) [Omitted--This subsection amended 22 USCS §§ 290h, 1942 note, and § 2182a.]

"(i) Definition. In this section, the term 'appropriate congressional committees' means the Committee on Appropriations and the Committee on Foreign Relations of the Senate and the Committee on Appropriations and the Committee on International Relations of the House of Representatives.

"(j) Effective dates. The repeal made by subsection (c)(2) [repealing this section] and the amendments made by subsection (h) [amending 22 USCS §§ 290h, 1942 note, and 2182a] shall take effect upon the date of transmittal to

Congress of the certification described in subsection (d)(4).".

NOTES:

Code of Federal Regulations:

Inter-American Foundation--Rules for implementing open meetings within the Inter-American Foundation, 22 CFR Part 1004.

Inter-American Foundation--Salary offset, 22 CFR Part 1007.

Related Statutes & Rules:

This section is referred to in 22 *USCS* § 290*h*.

Research Guide:

Federal Procedure:

12 Fed Proc L Ed, Evidence § 33:66.

13A Fed Proc L Ed, Foreign Relations § 36:536.



Inter-American Foundation

An Independent Agency of the U.S. Government

BYLAWS

INTER-AMERICAN FOUNDATION

ARTICLE 1 - BOARD OF DIRECTORS

Section 1. All powers of the Foundation shall be vested in the Board of Directors ("Board"), except as may be otherwise delegated herein or by Resolution duly adopted by the Board to officers or agents of the Foundation. The Board shall direct the exercise of all powers of the Foundation.

Section 2. Without prejudice to the general powers of the Board, it is hereby expressly declared that the Board shall perform the following functions:

(a) The Board shall prescribe, amend, and repeal bylaws, rules and regulations governing the manner in which the business of the Foundation may be conducted and in which the powers granted to it by law may be exercised and enjoyed:

(b) The Board shall annually approve for transmission to the Office of Management and Budget a budget as required by law.

Section 3. The Board officers are the Chair, the Vice-Chair, and the Secretary. The Chair and the Vice-Chair are both designated by the President of the United States. The Chair shall designate one of the members of the Board to serve at the Chair's discretion as the Secretary of the Board.

Section 4. The Chair of the Board shall preside at all Board meetings. The Vice-Chair of the Board shall, in the absence of the Chair, preside over meetings of the Board.

Section 5. The Secretary shall be responsible for preparing minutes of Board meetings, drafting corporate resolutions, affixing and attesting corporate documents, and carrying out any other responsibilities that may be assigned by the Board, consistent with law. The position of Secretary shall carry a term of up to three years from appointment at the discretion of the Chair. Except as provided in Article IV, Section 2 herein, the responsibilities and duties assigned to the Secretary may be delegated by the Secretary to an Assistant Secretary.

ARTICLE II - BOARD PROCEDURE

Section 1. The Board shall meet upon call of the Chair or the President or shall be called upon request of any three members of the Board. The Secretary shall give notice of the time, place, and purpose of each meeting by mailing the same at least 10 days before the meeting, or by electronically communicating the same at least 7 days before the meeting to each Director. Any meeting at which a quorum is present shall be a legal meeting without regard to the foregoing notice provisions if each Director not present gives written consent to the meeting within 10 days thereafter.

Section 2. A majority of the members of the Board shall constitute a quorum for the transaction of business at any meeting. The vote of the majority attending a meeting shall constitute action of the Board of Directors, except that approval by a majority present and voting on a particular question shall be sufficient to constitute action of the Board of Directors under the circumstances specified in Section 4 of this Article.

On matters of importance which must be decided between scheduled meetings, the Chair or President may poll the members of the Board in writing or by telephone. Approval by a majority of the Board on such matters shall constitute action of the Board.

Section 3. Any Director who deems it necessary or prudent to disqualify himself from participation in Board action on any matter in which he may have a conflict of interest shall advise the Chair of his disqualification. A Director who is so disqualified shall be counted as present at the Board meeting for quorum purposes. A majority of the Directors present and voting shall be sufficient to constitute Board action on any question on which one or more Directors shall have disqualified himself by reason of conflict of interest.

Section 4. In furtherance and not in limitation of the powers conferred upon it, the Board may appoint such committees to carry out the Foundation's work as the Board deems to be in

the best interests of the Foundation. Each committee shall consist of two or more members of the Board.

Section 5. The Bylaws may be amended at any meeting of the Board by a majority of the Board members serving provided that notice of the general nature of any proposed amendment has been given in the manner prescribed in Section 1 of Article II, and provided further, that such notice may be waived by the written consent of each Director.

ARTICLE III - OFFICERS

Section 1. The Foundation's officers shall consist of a President, one or more Vice Presidents (the number thereof to be determined by the President), an Assistant Secretary, and other officers as may be designated by the President.

Section 2. The President shall be the chief executive officer of the Foundation, responsible to and under the general direction of the Board. The President shall have general supervision, direction and control of the day-to-day business and the officers of the Foundation in accordance with policies established by the Board, and shall exercise all powers and authorities of the Foundation except as the Board may otherwise provide. The President shall represent the Foundation in its relations with the Congress of the United States, with agencies

and departments of the Government, and with all other interested parties. Any statute or regulation which provides for the exercise of any functions or authorities by a head of agency shall be exercised by the President. Except as limited by action of the Board, the President may make rules and regulations with respect to the Foundation and its business and may redelegate all or any part of this authority to other Foundation officers.

Section 3. Except as may be otherwise provided by law or action of the Board, the President may appoint or remove such officers, employees, attorneys, and agents as the President deems necessary and may prescribe their duties and fix their salaries or other compensation. The President shall promptly notify the Board of any planned appointment or removal of any officer prior to the appointment or removal of such officer. The powers herein confirmed relating to the appointment and removal of officers, employees, attorneys, and agents shall be in conformity with basic policy decisions developed by the Board and subject to the provisions of law and of rules and regulations of the Office of Personnel Management to the extent applicable by law.

ARTICLE IV - CORPORATE SEAL

Section 1. Seal. The seal of the Foundation shall be in such form as may be approved, from time to time, by the Board.

Section 2. Affixing and Attesting. The seal of the Foundation shall be in the custody of the Secretary, who shall have power to affix it to the proper corporate instruments and documents, and who shall attest it. In his absence, it may be affixed and attested by an Assistant Secretary, if any, or by any other person or persons as may be designated by the Board.

CERTIFIED:



Ann Brownell Sloane
Board Secretary

11/3/94

Date



INTER-AMERICAN FOUNDATION FY 2016
ANNUAL MANAGEMENT REPORT (AMR)

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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.

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 the Inter-American Foundation's chief executive officer, managing a staff of about 42 employees based in Washington, D.C. The IAF is organized into six offices: (1) Office of the President and CEO; (2) Office of the General Council; (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 as illustrated in the [Organizational Structure Section](#).

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, and consistent with the Presidential Directive on Global Development, 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 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.

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- Is results-oriented, investing 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 grassroots experience, 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.
- Insists that communities show leadership and that they commit their own resources to ensure that projects are effective and sustainable. On average, they provide 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 capitalize on opportunities.
- Is cost-effective and operates with minimal bureaucracy.
- Has the flexibility to adjust quickly to changing conditions and continue engagement at the community level even when bilateral relations are strained.

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 (GDF), 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 commitment of \$14.4 million.

MISSION

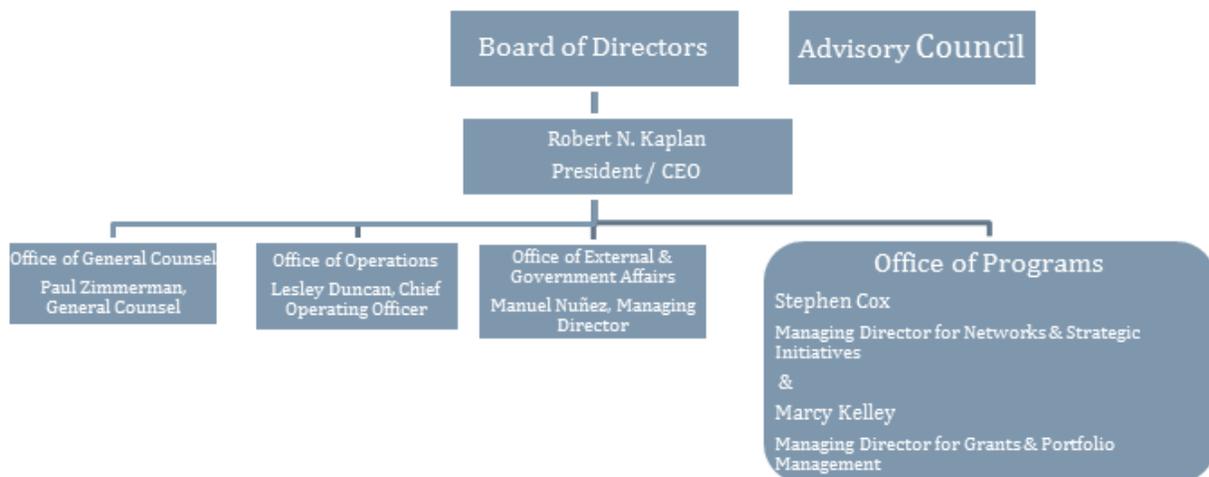
The Inter-American Foundation funds self-help and participatory development efforts in ways that support democracy and strengthen the bonds of friendship and understanding in the Western Hemisphere. The IAF supports initiatives proposed by the organized poor in Latin America and

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the Caribbean to improve their quality of life. IAF staff, 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 effective foreign assistance. Because a broader resource base is crucial to an expanded IAF program, the IAF will seek 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

IAF Serves U.S. Overseas Interests

Inter-American Foundation (IAF) 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 safe environment that is intolerant of criminal activity.
- **Strengthening democratic practices.** IAF grantee partners are building a more democratic citizenry and a more inclusive civil society by exercising their civic responsibilities, respecting rights and holding officials accountable.
- **Addressing root causes of migration.** IAF is working to address the root causes of migration, particularly in Central America and Mexico as part of the Administration's Central America strategy. IAF has shifted its resources toward Central America and Mexico, which comprised 47 percent of funding commitments in FY 2016.
- **Providing a direct link to civil society.** Having worked with more than 5,000 grantee partners, 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.** IAF does not operate through foreign governments. Due to its direct funding to communities, it is often able to continue working in countries where diplomatic relations with the United States are strained.

IAF Complements Other U.S. Government (USG) Development Efforts

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.** 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.** IAF's investments help disadvantaged groups take part in economic opportunities created by large investments in infrastructure or other development programs.
- **Creating new USG partners.** Community-based groups and enterprises that improve their organization, management and operations with IAF's help are better prepared to become new partners in other U.S. government and business initiatives.
- **Providing direct access to civil society.** IAF's relationship with partner organizations is direct, fluid and dynamic 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 USG stakeholders.

IAF Provides a Cost-Effective Approach

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

- **Value.** IAF selectively funds 10-15 percent of the proposals it receives, and 100 percent of its grant budget is invested in the field. IAF works to keep overhead low, including by outsourcing many administrative and technical functions.
- **Leverage.** IAF multiplies the impact of its grants and maximizes returns by requiring all of its grantee partners to invest their own resources. Over the last five years, each dollar invested by IAF leveraged \$1.38 from grantees or others.
- **Private-sector partnerships.** 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.** 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. IAF's rigorous evaluation methodology includes independently verifying the data reported.

IAF Focuses on the Inclusion of Marginalized Groups

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 country. Specifically 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 serving 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 FTEs, IAF provides an important specialized tool to advance key presidential 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, IAF is committed to the task of broadening our resource base beyond the congressional appropriation and Social Progress Trust Fund (SPTF) disbursements, especially in light of declining SPTF collections. The IAF has been careful to keep our overhead rates stable, efficiently using our 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 gifts.

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The Agency has also recently focused greater effort on a handful of critical programmatic priorities closely aligned with Presidential Priorities, including the identification and launch of three new strategic thematic initiatives as follows:

- Sustainable Smallholder Agriculture: cultivating the grassroots production dimension of Feed the Future.
- Social and Economic Inclusion: focusing strategically on empowering organizations representing traditionally excluded populations (e.g., indigenous groups, women, Afro-descendants, people with disabilities, LGBTI groups).
- Community Asset Mobilization: working with community foundation, corporate foundations, special purpose funds, diaspora organizations, and projects designed to leverage public funding – all designed to enhance grassroots organizations’ access to funding sources within the region.

The agency also continues to participate in inter-agency initiatives and increase its investment in Central America¹ and a limited number of other to priority countries, while maintaining a strategic presence across the region.

¹ Of note, the IAF has submitted a proposal to the interagency panel for the US Strategy for Central America for using up to \$15.0 million in Development Assistance (DA) FY 2016 two-year 1617 funds for implementation of the United States’ Strategy in Central America in FY 2017.

Section II: Financial Section

ANNUAL ASSURANCE STATEMENT

The IAF management is responsible for establishing and maintaining effective internal controls and financial management systems that meet the objectives of the Federal Manager's Financial Integrity Act (FMFIA). IAF uses the Oracle Federal Financial System hosted by the Administrative Resource Center (ARC) within the Treasury's Fiscal Service. Therefore, our assertion of assurance is operating in accordance with the procedures and standards of the administrative controls within IAF as well as the Statement on Standards for Attestation Engagements (SSAE) 16 Report on ARC/FS Oracle Federal Financial System and related complementary controls in place at ARC.

The IAF management is additionally responsible for establishing and maintaining effective internal controls over financial reporting, which includes safeguarding of assets and compliance with all applicable laws and regulations. IAF assesses the effectiveness of its own internal controls and relies on the Treasury Fiscal Service's internal assessment of its internal controls at ARC. Based on the results of IAF's own internal assessments and our review of our service provider assessment results, IAF provides unmodified assurance that internal controls over financial reporting as of September 30, 2016 are operating effectively; no material weaknesses have been found in the design or operation of the internal controls over financial reporting.



Robert N. Kaplan
President and CEO
Inter-American Foundation
November 9, 2016

IAF FY 2016 AMR

FINANCIAL STATEMENTS

IAF STATEMENT OF FINANCIAL POSITION AS OF SEPTEMBER 30, 2016 AND 2015 (In Dollars)

	2016	2015
Assets:		
Intragovernmental		
Fund Balance With Treasury (Note 2)	\$ 34,092,880	\$ 36,067,118
Other (Note 3)	-	31,018
Total Intragovernmental	34,092,880	36,098,136
Other (Note3)	1,488,740	1,595,962
Total Assets	\$ 35,581,620	\$ 37,694,098
Liabilities:		
Intragovernmental		
Accounts Payable	\$ 109,521	\$ 33,762
Other (Note 5)	124,857	114,904
Total Intragovernmental	234,378	148,666
Accounts Payable	434,047	318,123
Federal Employee and Veterans' Benefits (Note 4)	132,603	-
Other (Note 5)	566,973	872,964
Total Liabilities (Note 4)	\$ 1,368,001	\$ 1,339,753
Net Position:		
Unexpended Appropriations - Other Funds	\$ 21,057,648	\$ 21,166,221
Cumulative Results of Operations - Funds from Dedicated Collections (Note 13)	13,675,092	15,569,714
Cumulative Results of Operations - Other Funds	(519,121)	(381,590)
Total Net Position	\$ 34,213,619	\$ 36,354,345
Total Liabilities and Net Position	\$ 35,581,620	\$ 37,694,098

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IAF STATEMENT OF OPERATIONS AND CHANGES IN NET POSITION FOR THE YEARS ENDED SEPTEMBER 30, 2016 AND 2015 (In Dollars)

	2016	2015
Revenue		
Appropriations Received	\$ 22,247,156	\$ 22,050,625
Other Revenue	81,796	77,795
Imputed Financing (Note 9)	274,515	270,608
Revenue from Social Progress Trust Fund (Note 10)	3,562,470	4,598,448
Donations (Note 10)	79,151	25,350
Total Revenue	\$ 26,245,088	\$ 27,022,826
Expenses		
Grant Program (Note 8)	\$ 28,277,241	\$ 27,476,993
Total Expenses (Note 8)	\$ 28,277,241	\$ 27,476,993
Net Revenue Over Expenses	\$ (2,032,153)	\$ (454,167)
Net Position		
Net of Revenue Over Expenses	\$ (2,032,153)	\$ (454,167)
Increase/(Decrease) in Unexpended Appropriations, Net	(108,573)	17,655
Increase/(Decrease) in Net Position, Net	(2,140,726)	(436,512)
Net Position, Beginning Balance	36,354,345	36,790,857
Net Position, Ending Balance	\$ 34,213,619	\$ 36,354,345

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IAF STATEMENT OF CASH FLOWS FOR THE YEARS ENDED SEPTEMBER 30, 2016 AND 2015 (In Dollars)

	2016	2015
Cash Flows From Operating Activities:		
Net Revenue Over Expenses	\$ (2,032,153)	\$ (454,167)
Adjustments Affecting Cash Flow:		
Decrease/(Increase) in Other Assets	\$ 138,240	\$ 171,283
Increase/(Decrease) in Accounts Payable and Other Liabilities	28,248	(83,191)
Total Adjustments	166,488	88,092
Net Cash Provided/(Used) by Operating Activities	\$ (1,865,665)	\$ (366,075)
Cash Flows From Financing Activities:		
Appropriations Received, Net	\$ 252,844	\$ 449,375
Rescissions and Cancellations	(361,417)	(431,720)
Net Cash Provided by Financing Activities	\$ (108,573)	\$ 17,655
Net Increase/(Decrease) in Fund Balance with Treasury	\$ (1,974,238)	\$ (348,420)
Fund Balance with Treasury, Beginning	\$ 36,067,118	\$ 36,415,538
Fund Balance with Treasury, Ending (Note 2)	\$ 34,092,880	\$ 36,067,118

NOTES TO THE FINANCIAL STATEMENTS

NOTE 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

A. Reporting Entity

The Inter-American Foundation (IAF), a U.S. government corporation, was established pursuant to part IV of the Foreign Assistance Act of 1969 (22 U.S.C. 290f (a)). The IAF provides grants and other technical assistance to support the initiatives of non-governmental and community-based organizations in Latin America and the Caribbean to implement their economic development and poverty reduction projects.

The management of the IAF is vested in a nine-person Board of Directors appointed by the President of the United States. Six Board members are drawn from the private sector and three from officers or employees of agencies of the U.S. Government concerned with Inter-American activities. The Board appoints the IAF's president who acts as the chief executive officer.

Congress enacts appropriations to permit the IAF to incur obligations for authorized purposes. In fiscal years 2016 and 2015, the IAF was accountable for the SPTF, Gift Fund, and General Fund appropriations. The IAF recognizes budgetary resources as assets when cash (funds held by the U.S. Treasury) is made available through the Department of Treasury General Fund warrants and transfers from the Inter-American Development Bank (IDB).

B. Basis of Presentation

The financial statements have been prepared to report the financial position and results of operations of the IAF. The Statement of Financial Position presents the assets, liabilities, and net position of the agency. The Statement of Operations and Changes in Net Position presents the agency's operating results and displays the changes in the agency's equity accounts. The Statement of Cash Flows presents how changes in the agency's financial position and results affected its cash (Fund Balance with Treasury) and presents analysis of operating and financing activities. The statements are a requirement of the Chief Financial Officers Act of 1990 and the Government Management Reform Act of 1994. They have been prepared from, and are fully supported by, the books and records of the IAF in accordance with the hierarchy of accounting principles generally accepted in the United States of America, standards issued by the Federal Accounting Standards Advisory Board (FASAB), Office of Management and Budget (OMB) Circular A-136, *Financial Reporting Requirements*, as amended, and the IAF accounting policies which are summarized in this note. These statements are different from financial management reports, which are also prepared pursuant to OMB directives that are used to monitor and control the IAF's

use of budgetary resources. The financial statements and associated notes are presented on a comparative basis. Unless specified otherwise, all amounts are presented in dollars.

C. Basis of Accounting

Transactions are recorded on both an accrual accounting basis and a budgetary basis. Under the accrual method, revenues are recognized when earned, and expenses are recognized when a liability is incurred, without regard to receipt or payment of cash. Budgetary accounting facilitates compliance with legal requirements on the use of federal funds.

D. Revenues & Other Financing Sources

The IAF's development program is funded by appropriation from the budget of the United States, agreement with the IDB covering the SPTF, and donations from the private sector. No-year appropriations remain available until expended, while multi-year appropriations are available for the period prescribed by the applicable statute. Appropriations are used, within statutory limits, for programmatic, operating and capital expenditures for essential personal property. Appropriations are recognized as a financing source when expended. Appropriations expended for capitalized property and equipment are recognized as expense when an asset is consumed in operations.

The IAF has an agreement with the IDB to receive funds from the SPTF to finance part of the IAF's grant program. The IDB is an international financial organization established to promote the economic and social development of member countries. The United States' participation in IDB is authorized and governed by the Inter-American Development Bank Act (22 U.S.C. 283). Within IDB, the United States established the SPTF in 1961 and provided appropriations to SPTF through 1964. IDB was designated as the administrator for the SPTF and committed the original SPTF appropriations to loans. Repayments of these loans are recycled by the IDB in accordance with the original agreement and subsequent provision for additional loans, technical cooperation programs, and financing of the Inter-American Foundation program. Congress enacts annual, multi-year, and no-year appropriations to be used, within statutory limits, for operating, capital and grant expenditures. Additional amounts are obtained from service fees and reimbursements from other government entities and the public.

Pursuant to a 1973 amendment to the Foreign Assistance Act of 1961, IDB provides funds to finance social development projects. These funds are made available in U.S. dollars upon request by the IAF, subject to denomination availability and exchange controls. In 2002, the SPTF agreement was amended to make available all remaining funds until exhausted.

The IAF recognizes as an imputed financing source the amount of accrued pension and post-retirement benefit expenses for current employees paid on its behalf by the Office of Personnel Management (OPM).

E. Fund Balance with Treasury

Fund Balance with Treasury is the aggregate amount of the IAF's appropriated funds and SPTF collections that are available to pay agency liabilities and finance authorized purchases, commitments and SPTF grants.

The IAF does not maintain bank accounts of its own, has no disbursing authority, and does not maintain cash held outside of Treasury. Treasury disburses funds for IAF on demand. Foreign currency payments are made by Treasury and are reported by the IAF in the U.S. dollar equivalents.

F. Accounts Receivable

Accounts receivable may consist of amounts owed to the IAF by other Federal agencies and the general public. Amounts due from Federal agencies are considered fully collectible. Accounts receivable from the public include reimbursements from employees. An allowance for uncollectible accounts receivable from the public is established when, based upon a review of outstanding accounts and the failure of all collection efforts, management determines that collection is unlikely to occur considering the debtor's ability to pay.

G. Property, Equipment, and Software

Property, equipment and software represent furniture, fixtures, equipment, and information technology hardware and software which are recorded at original acquisition cost and are depreciated or amortized using the straight-line method over their estimated useful lives. Major alterations and renovations are capitalized, while maintenance and repair costs are expensed as incurred. The IAF's capitalization threshold is \$50,000 for individual purchases and \$500,000 for bulk purchases. Property, equipment, and software acquisitions that do not meet the capitalization criteria are expensed upon receipt. Applicable standard governmental guidelines regulate the disposal and convertibility of agency property, equipment, and software. The useful life classifications for capitalized assets are as follows:

Description	Useful Life (years)
Office Furniture	10
ADP Equipment	3
Office Equipment	10
IT Software	3

H. Advances and Prepaid Charges

Advance payments are generally prohibited by law. There are some exceptions, such as reimbursable agreements, subscriptions and payments to contractors and employees. Payments made in advance of the receipt of goods and services are recorded as advances or prepaid charges at the time of prepayment and recognized as expenses when the related goods and services are received.

I. Liabilities

Liabilities represent the amount of funds likely to be paid by the IAF as a result of transactions or events that have already occurred. The IAF reports its liabilities under two categories, Intragovernmental and With the Public. Intragovernmental liabilities represent funds owed to another government agency. Liabilities with the Public represents funds owed to any entity or person that is not a federal agency, including private sector firms and federal employees. Each of these categories may include liabilities that are covered by budgetary resources and liabilities not covered by budgetary resources.

Liabilities covered by budgetary resources are liabilities funded by a current appropriation or other funding source. These consist of accounts payable and accrued payroll and benefits. Accounts payable represent amounts owed to another entity for goods ordered and received and for services rendered except for employees. Accrued payroll and benefits represent payroll costs earned by employees during the fiscal year which are not paid until the next fiscal year.

Liabilities not covered by budgetary resources are liabilities that are not funded by any current appropriation or other funding source. These liabilities consist of accrued annual leave and actuarial FECA.

J. Annual, Sick, and Other Leave

Annual leave is accrued as it is earned, and the accrual is reduced as leave is taken. The balance in the accrued leave account is adjusted to reflect current pay rates. Liabilities associated with other types of vested leave, including compensatory, restored leave, and sick leave in certain circumstances, are accrued at year-end, based on latest pay rates and unused hours of leave. Funding will be obtained from future financing sources to the extent that current or prior year appropriations are not available to fund annual and other types of vested leave earned but not taken. Nonvested leave is expensed when used. Any liability for sick leave that is accrued but not taken by a Civil Service Retirement System (CSRS)-covered employee is transferred to OPM upon the retirement of that individual. Credit is given for sick leave balances in the computation of annuities upon the retirement of Federal Employees Retirement System (FERS)-covered employees at 100 percent.

K. Retirement Plans

The IAF employees participate in either the CSRS or the FERS. The employees who participate in CSRS are beneficiaries of the IAF matching contribution, equal to seven percent of pay, distributed to their annuity account in the Civil Service Retirement and Disability Fund.

Prior to December 31, 1983, all employees were covered under the CSRS program. From January 1, 1984 through December 31, 1986, employees had the option of remaining under CSRS or joining FERS and Social Security. Employees hired as of January 1, 1987 are automatically covered by the FERS program. Both CSRS and FERS employees may participate in the federal Thrift Savings Plan (TSP). FERS employees receive an automatic agency contribution equal to one percent of pay and the IAF matches any employee contribution up to an additional four percent of pay. For FERS participants, the IAF also contributes the employer's matching share of Social Security.

FERS employees and certain CSRS reinstatement employees are eligible to participate in the Social Security program after retirement. In these instances, the IAF remits the employer's share of the required contribution.

The IAF recognizes the imputed cost of pension and other retirement benefits during the employees' active years of service. OPM actuaries determine pension cost factors by calculating the value of pension benefits expected to be paid in the future and communicate these factors to the IAF for current period expense reporting. OPM also provides information regarding the full cost of health and life insurance benefits. The IAF recognized the offsetting revenue as imputed financing sources to the extent these expenses will be paid by OPM.

The IAF does not report on its financial statements information pertaining to the retirement plans covering its employees. Reporting amounts such as plan assets, accumulated plan benefits, and related unfunded liabilities, if any, is the responsibility of the OPM, as the administrator.

L. Other Post-Employment Benefits

The IAF employees eligible to participate in the Federal Employees' Health Benefits Plan (FEHBP) and the Federal Employees' Group Life Insurance Program (FEGSIP) may continue to participate in these programs after their retirement. The OPM has provided the IAF with certain cost factors that estimate the true cost of providing the post-retirement benefit to current employees. The IAF recognizes a current cost for these and Other Retirement Benefits (ORB) at the time the employee's services are rendered. The ORB expense is financed by OPM, and offset by the IAF through the recognition of an imputed financing source.

M. Grant Disbursements and Administrative Expenses

Grant disbursements include payments in advance of performance under contractual obligations. Evidence of performance is determined by review of periodic expenditure reports. IAF expenditures for grants over \$50,000 are independently verified using the IAF's audit guidelines. The IAF's administrative expenses are funded solely by appropriated funds.

The IAF estimates grant advances by multiplying the grants disbursed during the quarter by 50 percent. This estimate will be prepared each quarter to determine the amount of grant disbursements to be accounted for as grant advances in the Balance Sheet.

N. Use of Estimates

The preparation of the accompanying financial statements in accordance with generally accepted accounting principles requires management to make certain estimates and assumptions that affect the reported amounts of assets, liabilities, revenues, and expenses. Actual results could differ from those estimates.

O. Imputed Costs/Financing Sources

Federal Government entities often receive goods and services from other Federal Government entities without reimbursing the providing entity for all the related costs. In addition, Federal Government entities also incur costs that are paid in total or in part by other entities. An imputed financing source is recognized by the receiving entity for costs that are paid by other entities. The IAF recognized imputed costs and financing sources in fiscal years 2016 and 2015 to the extent directed by accounting standards.

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P. Reclassification

Certain fiscal year 2015 balances have been reclassified, retitled, or combined with other financial statement line items for consistency with the current year presentation.

NOTE 2. FUND BALANCE WITH TREASURY

Fund balance with Treasury account balances as of September 30, 2016 and 2015 were as follows:

	2016	2015
Fund Balances:		
Trust Funds	\$ 55,479	\$ 268,715
Social Progress Trust Fund (SPTF)	12,961,629	14,992,004
Appropriated Funds	21,075,772	20,806,399
Total	\$ 34,092,880	\$ 36,067,118
Status of Fund Balance with Treasury:		
Unobligated Balance		
Available	\$ 392,427	\$ 1,590,800
Unavailable	5,789,603	6,643,297
Obligated Balance Not Yet Disbursed	27,910,850	27,833,021
Total	\$ 34,092,880	\$ 36,067,118

No discrepancies exist between the Fund Balance reflected on the Balance Sheet and the balances in the Treasury accounts.

The available unobligated fund balances represent the current-period amount available for obligation or commitment. At the start of the next fiscal year, this amount will become part of the unavailable balance as described in the following paragraph.

The unavailable unobligated fund balances represent the amount of appropriations for which the period of availability for obligation has expired. These balances are available for upward adjustments of obligations incurred only during the period for which the appropriation was available for obligation or for paying claims attributable to the appropriations.

The obligated balance not yet disbursed includes accounts payable, accrued expenses, and undelivered orders that have reduced unexpended appropriations but have not yet decreased the fund balance on hand (See also Note 7).

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NOTE 3. OTHER ASSETS

Other assets account balances as of September 30, 2016 and 2015, were as follows:

	2016	2015
Intragovernmental		
Advances and Prepayments	\$ -	\$ 31,018
With the Public		
Grant Advances	1,488,740	1,595,962
Total Other Assets	\$ 1,488,740	\$ 1,626,980

NOTE 4. LIABILITIES NOT COVERED BY BUDGETARY RESOURCES

The liabilities for the IAF as of September 30, 2016 and 2015 include liabilities not covered by budgetary resources. Congressional action is needed before budgetary resources can be provided. Although future appropriations to fund these liabilities are likely and anticipated, it is not certain that appropriations will be enacted to fund these liabilities.

	2016	2015
Intragovernmental – FECA	\$ 82,149	\$ -
Unfunded Leave	304,370	381,590
Actuarial FECA	132,603	-
Total Liabilities Not Covered by Budgetary Resources	\$ 519,122	\$ 381,590
Total Liabilities Covered by Budgetary Resources	848,879	958,163
Total Liabilities	\$ 1,368,001	\$ 1,339,753

The FECA liability represents the unfunded liability for actual workers compensation claims and unemployment benefits paid on IAF's behalf and payable to the DOL. IAF also records an actuarial liability for future workers compensation claims based on the liability to benefits paid (LBP) ratio provided by DOL and multiplied by the average of benefits paid over three years.

Unfunded leave represents a liability for earned leave and is reduced when leave is taken. The balance in the accrued annual leave account is reviewed quarterly and adjusted as needed to accurately reflect the liability at current pay rates and leave balances. Accrued annual leave is paid from future funding sources and, accordingly, is reflected as a liability not covered by budgetary resources. Sick and other leave is expensed as taken.

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NOTE 5. OTHER LIABILITIES

Other liabilities account balances as of September 30, 2016 were as follows:

	Current	Non Current	Total
Intragovernmental			
FECA Liability	\$ 82,149	\$ -	\$ 82,149
Payroll Taxes Payable	42,708	-	42,708
Total Intragovernmental Other Liabilities	\$ 124,857	\$ -	\$ 124,857
With the Public			
Payroll Taxes Payable	\$ 6,694	\$ -	\$ 6,694
Accrued Funded Payroll and Leave	148,126	-	148,126
Unfunded Leave	304,370	-	304,370
Grant Payments In Transit	107,783	-	107,783
Total Public Other Liabilities	\$ 566,973	\$ -	\$ 566,973

Other liabilities account balances as of September 30, 2015 were as follows:

	Current	Non Current	Total
Intragovernmental			
Liability for Advances and Prepayments	\$ 81,796	\$ -	\$ 81,796
Payroll Taxes Payable	33,108	-	33,108
Total Intragovernmental Other Liabilities	\$ 114,904	\$ -	\$ 114,904
With the Public			
Payroll Taxes Payable	\$ 7,700	\$ -	\$ 7,700
Accrued Funded Payroll and Leave	118,303	-	118,303
Unfunded Leave	381,590	-	381,590
Grant Payments in Transit	365,371	-	365,371
Total Public Other Liabilities	\$ 872,964	\$ -	\$ 872,964

NOTE 6. COMMITMENTS AND CONTINGENCIES

In the course of the agency's grant-making activities, the IAF has unliquidated grant obligations which, in the absence of violations or cancellations of the grant agreements, will require disbursements. Unliquidated grant obligations at September 30, 2016 and 2015 total approximately \$2,735,366 and \$1,073,006 respectively.

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NOTE 7. UNDELIVERED ORDERS AT THE END OF THE PERIOD

As of September 30, 2016 and 2015, undelivered orders amounted to \$28,550,710 and \$28,583,634 respectively.

NOTE 8. INTRA-GOVERNMENTAL COSTS AND EXCHANGE REVENUE

Intragovernmental costs and revenue represent exchange transactions between the IAF and other federal government entities, and are in contrast to those with non-federal entities (the public). Such costs and revenue are summarized as follows:

	2016	2015
Foreign Grant Program		
Intragovernmental Costs	\$ 3,393,331	\$ 3,047,333
Public Costs	24,883,910	24,429,660
Total Program Costs	\$ 28,277,241	\$ 27,476,993
Intragovernmental Earned Revenue	(81,796)	(77,795)
Total Net Cost	\$ 28,195,445	\$ 27,399,198

NOTE 9. IMPUTED FINANCING SOURCES

The IAF recognizes as imputed financing the amount of accrued pension and post-retirement benefit expenses for current employees. The assets and liabilities associated with such benefits are the responsibility of the administering agency, OPM. For the years ended September 30, 2016 and 2015, imputed financing was \$274,515 and \$270,608 respectively.

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NOTE 10. FINANCING SOURCES – SPTF AND GIFT FUNDS

The Reconciliation of Net Cost of Operations to Budget Note reconciles the financial Net Cost of Operations with the Statement of Budgetary Resources. The IAF reports SPTF funds obtained from the IDB as offsetting collections earned.

	2016	2015
SPTF Cumulative Results:		
SPTF Beginning Balance	\$ 15,301,613	\$ 15,642,716
SPTF Funds Received	3,562,470	4,598,448
Less: SPTF Funds Expended	(5,271,118)	(4,939,551)
SPTF Fund Carry Forward	\$ 13,592,965	\$ 15,301,613
Donations Cumulative Results:		
Donations Beginning Balance	\$ 268,101	\$ 332,058
Donations Received	79,151	25,350
Less: Donations Expended	(265,125)	(89,307)
Donations Carry Forward	\$ 82,127	\$ 268,101
Total SPTF and Donations	\$ 13,675,092	\$ 15,569,714

NOTE 11. BUDGETARY RESOURCE COMPARISONS TO THE BUDGET OF THE UNITED STATES GOVERNMENT

The President's Budget that will include fiscal year 2016 actual budgetary execution information has not yet been published. The President's Budget is scheduled for publication in February 2017 and can be found at the OMB Web site: <http://www.whitehouse.gov/omb/>. The 2017 Budget of the United States Government, with the "Actual" column completed for 2015, has been reconciled to the Statement of Budgetary Resources and there were no material differences.

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NOTE 12. LEASES

Operating Leases

The IAF occupies office space under a lease agreement that is accounted for as an operating lease. The total operating lease expenses as of September 30, 2016 and 2015 were \$710,671 and \$708,909, respectively. The lease term began on April 23, 2012 and expires on April 22, 2017. A new lease agreement begins April 23, 2017 and expires on April 22, 2022, which will include deferred rent.

Below is a schedule of future payments for the term of the lease.

Fiscal Year	Office Space
2017	\$ 349,289
2018	694,501
2019	694,501
2020	694,501
2021	694,501
Thereafter	347,250
Total Future Payments	\$ 3,474,543

The operating lease amount does not include estimated payments for leases with annual renewal options.

NOTE 13. DEDICATED COLLECTIONS

The IAF has dedicated collections that fall into the following categories: SPTF and Gift Fund. Both funds are used to finance part of the IAF's grant program and remain available until funds are exhausted.

Transactions are recorded on an accrual accounting basis and a budgetary basis. Under the accrual method, revenues are recognized when earned and expenses are recognized when liabilities are incurred, without regard to receipt or payment of cash. Budgetary accounting measures the appropriations and consumption of budget authority and other budgetary resources and facilitates compliance with legal constraints and controls over use of Federal funds.

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Schedule of Dedicated Collections as of September 30, 2016:

	Social Progress Trust Fund	Gift Fund	Total Dedicated Collections
Balance Sheet			
ASSETS			
Fund Balance with Treasury	\$ 12,961,629	\$ 55,479	\$ 13,017,108
Other Assets	631,336	27,460	658,796
Total Assets	\$ 13,592,965	\$ 82,939	\$ 13,675,904
LIABILITIES			
Accounts Payable	\$ -	\$ 812	\$ 812
Total Liabilities	\$ -	\$ 812	\$ 812
Cumulative Results of Operations	\$ 13,592,965	\$ 82,127	\$ 13,675,092
Total Liabilities and Net Position	\$ 13,592,965	\$ 82,939	\$ 13,675,904
Statement of Net Cost			
Program Costs	\$ 5,271,118	\$ 265,125	\$ 5,536,243
Net Cost of Operations	\$ 5,271,118	\$ 265,125	\$ 5,536,243
Statement of Changes in Net Position			
Net Position Beginning of Period	\$ 15,301,613	\$ 268,101	\$ 15,569,714
Financing Sources	3,562,470	79,151	3,641,621
Net Cost of Operations	(5,271,118)	(265,125)	(5,536,243)
Change in Net Position	(1,708,648)	(185,974)	(1,894,622)
Net Position End of Period	\$ 13,592,965	\$ 82,127	\$ 13,675,092

IAF FY 2016 AMR

Schedule of Dedicated Collections as of September 30, 2015:

	Social Progress Trust Fund	Gift Fund	Total Dedicated Collections
Balance Sheet			
ASSETS			
Fund Balance with Treasury	\$ 14,992,004	\$ 268,715	\$ 15,260,719
Other Assets	364,078	-	364,078
Total Assets	\$ 15,356,082	\$ 268,715	\$ 15,624,797
LIABILITIES			
Other Liabilities	\$ 54,469	\$ -	\$ 54,469
Accounts Payable	-	614	614
Total Liabilities	\$ 54,469	\$ 614	\$ 55,083
Cumulative Results of Operations	\$ 15,301,613	\$ 268,101	\$ 15,569,714
Total Liabilities and Net Position	\$ 15,356,082	\$ 268,715	\$ 15,624,797
Statement of Net Cost			
Program Costs	\$ 4,939,551	\$ 89,307	\$ 5,028,858
Net Cost of Operations	\$ 4,939,551	\$ 89,307	\$ 5,028,858
Statement of Changes in Net Position			
Net Position Beginning of Period	\$ 15,642,716	\$ 332,058	\$ 15,974,774
Financing Sources	4,598,448	25,350	4,623,798
Net Cost of Operations	(4,939,551)	(89,307)	(5,028,858)
Change in Net Position	(341,103)	(63,957)	(405,060)
Net Position End of Period	\$ 15,301,613	\$ 268,101	\$ 15,569,714

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NOTE 14. APPORTIONMENT CATEGORIES OF OBLIGATIONS INCURRED

Obligations incurred and reported in the Statement of Budgetary Resources in 2016 and 2015 consisted of the following:

	2016	2015
Direct Obligations, Category A	\$ 7,231,976	\$ 5,377,614
Direct Obligations, Category B	16,330,050	18,173,625
Reimbursable Obligations, Category A	480	474
Reimbursable Obligations, Category B	5,618,099	6,246,986
Total Obligations Incurred	\$ 29,180,605	\$ 29,798,699

Category A apportionments distribute budgetary resources by fiscal quarters.

Category B apportionments typically distribute budgetary resources by activities, projects, objects or a combination of these categories.

NOTE 15. RECONCILIATION OF NET COST OF OPERATIONS TO BUDGET

IAF has reconciled its budgetary obligations and non-budgetary resources available to its net cost of operations.

	2016	2015
Resources Used to Finance Activities:		
Budgetary Resources Obligated		
Obligations Incurred	\$ 29,180,605	\$ 29,798,699
Spending Authority From Offsetting Collections and Recoveries	(4,910,804)	(6,501,433)
Offsetting Receipts	(79,151)	(25,350)
Net Obligations	24,190,650	23,271,916
Other Resources		
Imputed Financing From Costs Absorbed By Others	274,515	270,608
Net Other Resources Used to Finance Activities	274,515	270,608
Total Resources Used to Finance Activities	24,465,165	23,542,524
Resources Used to Finance Items Not Part of the Net Cost of Operations	3,515,528	3,807,567
Total Resources Used to Finance the Net Cost of Operations	27,980,693	27,350,091
Components of the Net Cost of Operations That Will Not Require or Generate Resources in the Current Period:		
	214,752	49,107
Net Cost of Operations	\$ 28,195,445	\$ 27,399,198



BROWN & COMPANY

CERTIFIED PUBLIC ACCOUNTANTS AND MANAGEMENT CONSULTANTS, PLLC

INDEPENDENT AUDITOR'S REPORT

Inter-American Foundation
Washington, D.C.

Report on the Financial Statements

We have audited the accompanying statements of financial position of the Inter-American Foundation (IAF) as of September 30, 2016 and 2015, and the related statement of operations and changes in net position, and statement of cash flows (collectively referred to as the financial statements), and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with U.S. generally accepted accounting principles; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with U.S. generally accepted government auditing standards and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and the Office of Management and Budget (OMB) Bulletin No. 15-02, *Audit Requirements for Federal Financial Statements*. Those standards and OMB Bulletin No. 15-02, require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatements.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit includes test of compliance with provisions of applicable laws, regulations, contracts, and grant agreements that have a direct effect on the determination of material amounts and disclosure in the financial statements. The purpose was not to provide an opinion on compliance with provisions of applicable laws, regulations, contracts and grant agreements and, therefore, we do not express such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion on the Financial Statements

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of IAF as of September 30, 2016 and 2015, and its statement of operations and changes in net position, and statement of cash flows, in accordance with U.S. generally accepted accounting principles.

Other Matters

Required Supplementary Information

U.S. generally accepted accounting principles require that the information in the *Required Supplementary Information* (RSI) sections be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Federal Accounting Standards Advisory Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with U.S. generally accepted government auditing standards, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Financial Statements Presentation

IAF is a government corporation by founding statute 22 U.S.C. 290f^[1]. As a government corporation, IAF elected to prepare the Annual Management Report (AMR) for the fiscal year (FY) ending September 30, 2016. For the FY ending September 30, 2015, IAF prepared the Performance Accountability Report (PAR).

The FY 2016 AMR's financial statements consist of:

- Statement of Financial Position
- Statement of Operations And Changes In Net Position
- Statement of Cash Flows
- Notes to the Financial Statement

The FY 2015 PAR's financial statements consist of:

- Balance Sheet
- Statement of Net Cost
- Statement of Changes in Net Position
- Statement of Budgetary Resources
- Notes to the Financial Statements

For comparative purposes, the FY 2016 AMR's financial statements include the account balances from the FY 2015 Balance Sheet, Statements of Net Cost, and Statement of Changes in Net Position. Also for

^[1] Title 22 - Foreign Relations and Intercourse Chapter 7 - International Bureaus, Congresses, Etc. Subchapter Xxi - Inter-American Foundation Sec. 290f - Inter-American Foundation, dated section 290f

comparative purposes, the FY 2016 AMR's financial statements include a Statement of Cash Flows for FY 2015.

Report on Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered IAF's internal control over financial reporting (internal control) to design audit procedures that are appropriate in the circumstances for the purpose of expressing an opinion financial statements, but not for the purpose of providing an opinion on internal control. Accordingly, we do not express such an opinion.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or combination of deficiencies in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of the internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over financial reporting that might be deficiencies, significant deficiencies or material weaknesses. During the audit of the financial statements no deficiencies in internal control were identified that were considered to be a material weakness. However, material weaknesses may exist that have not been identified.

Report on Compliance and Other Matters

As part of obtaining reasonable assurance about whether IAF's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. We limited our tests of compliance to the provisions described in the preceding sentence, and we did not test compliance with all laws, regulations and contracts applicable to IAF. The objective was not to provide an opinion on compliance with those provisions of laws, regulations, contracts and grant agreements and accordingly, we do not express such an opinion.

The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards* or OMB Bulletin No. 15-02.

Management's Responsibility for Internal Control and Compliance

IAF's management is responsible for (1) evaluating effectiveness of internal control over financial reporting based on criteria established under the Federal Managers Financial Integrity Act (FMFIA), (2) providing a statement of assurance on the overall effectiveness of internal control over financial reporting, and (3) ensuring compliance with other applicable laws and regulations.

Auditor's Responsibilities

We are responsible for (1) obtaining a sufficient understanding of internal control over financial reporting to plan the audit, (2) testing compliance with certain provisions of laws and regulations that have a direct

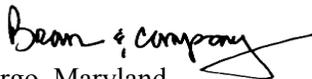
and material effect on the financial statements and applicable laws for which OMB Bulletin No. 15-02 requires testing, and (3) applying certain limited procedures with respect to the RSI.

We did not evaluate all internal controls relevant to operating objectives as broadly established by the FMFIA, such as those controls relevant to preparing statistical reports and ensuring efficient operations. We limited our internal control testing to testing internal control over financial reporting. Because of inherent limitations in internal control, misstatements due to error or fraud, losses, or noncompliance may nevertheless occur and not be detected. We also caution that projecting our audit results to future periods is subject to risk that controls may become inadequate because of changes in conditions or that the degree of compliance with controls may deteriorate. In addition, we caution that our internal control testing may not be sufficient for other purposes.

We did not test compliance with all laws and regulations applicable to IAF. We limited our tests of compliance to certain provisions of laws and regulations that have a direct and material effect on the financial statements and those required by OMB Bulletin No. 15-02 that we deemed applicable to IAF's financial statements for the fiscal year ended September 30, 2016. We caution that noncompliance with laws and regulations may occur and not be detected by these tests and that such testing may not be sufficient for other purposes.

Purpose of the Report on Internal Control over Financial Reporting and the Report on Compliance and Other Matters

The purpose of the Report on Internal Control over Financial Reporting and the Report on Compliance and Other Matters sections of this report is solely to describe the scope of our testing of internal control and compliance and the result of that testing, and not to provide an opinion on the effectiveness of IAF's internal control or on compliance. These reports are an integral part of an audit performed in accordance with *Government Auditing Standards* in considering IAF's internal control and compliance. Accordingly, these reports are not suitable for any other purpose.



Largo, Maryland
November 9, 2016



Inter-American Foundation

Report on

**Equal Employment Opportunity
Commission's**

**Management Directive —715 for
Affirmative Employment Programs**

Fiscal Year 2015

**EEOC
FORM
715-01
PARTS A -
D**

**U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT**

For period covering October 1, 2014, to September 30, 2015.

PART A Department or Agency Identifying Information	1. Agency		1. Inter-American Foundation	
	1.a. 2 nd level reporting component		N/A	
	1.b. 3 rd level reporting component		N/A	
	1.c. 4 th level reporting component		N/A	
	2. Address		2. 1331 Pennsylvania Avenue, NW, Suite 1200 North	
	3. City, State, Zip Code		3. Washington, DC 20004	
	4. CPDF Code	5. FIPS code(s)	4. IF00	51013
PART B Total Employment	1. Enter total number of permanent full-time and part-time employees			1. 36
	2. Enter total number of temporary employees			2. 3
	3. Enter total number employees paid from non-appropriated funds			3. 0
	4. TOTAL EMPLOYMENT [add lines B 1 through 3]			4. 39
PART C Agency Official(s) Responsible For Oversight of EEO Program(s)	1. Head of Agency Official Title		1. Robert N. Kaplan, President	
	2. Agency Head Designee		2. Paul Zimmerman, General Counsel	
	3. Principal EEO Director/Official Title/series/grade		3. Raymond Campbell Chief, Office of Diversity and Equal Opportunity U.S. Geological Survey (USGS)	
	4. Title VII Affirmative EEO Program Official		4. John A. Szemraj Diversity Manager, USGS	

5. Section 501 Affirmative Action Program Official	5. Felicia Ellis Disability Program Manager, USGS
6. Complaint Processing Program Manager	6. Kuldip Kang Formal Complaints Manager, USGS
7. Other Responsible EEO Staff	7. James M. Mays Counseling and Mediation Manager, USGS

EEOC FORM 715-01 PARTS A - D U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT				
PART D	Subordinate Component and Location (City/State)	CPDF and FIPS codes		
List of Subordinate Components Covered in This Report	N/A			
EEOC FORMS and Documents Included With This Report				
*Executive Summary [FORM 715-01 PART E], that includes:	X	*Optional Annual Self-Assessment Checklist Against Essential Elements [FORM 715-01PART G]		N/A
Brief paragraph describing the agency's mission and mission-related functions	X	*EEO Plan To Attain the Essential Elements of a Model EEO Program [FORM 715-01PART H] for each programmatic essential element requiring improvement		N/A
Summary of results of agency's annual self-assessment against MD-715 "Essential Elements"	X	*EEO Plan To Eliminate Identified Barrier [FORM 715-01 PART I] for each identified barrier		N/A
Summary of Analysis of Work Force Profiles including net change analysis and comparison to RCLF	X	*Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals With Targeted Disabilities for agencies with 1,000 or more employees [FORM 715-01 PART J]		N/A
Summary of EEO Plan objectives planned to	X	*Copy of Workforce Data Tables as necessary to support Executive Summary		X

eliminate identified barriers or correct program deficiencies		and/or EEO Plans	N/A
Summary of EEO Plan action items implemented or accomplished	X	*Copy of data from 462 Report as necessary to support action items related to Complaint Processing Program deficiencies, ADR effectiveness, or other compliance issues.	N/A
*Statement of Establishment of Continuing Equal Employment Opportunity Programs [FORM 715-01 PART F]	X	*Copy of Facility Accessibility Survey results as necessary to support EEO Action Plan for building renovation projects	N/A
*Copies of relevant EEO Policy Statement(s) and/or excerpts from revisions made to EEO Policy Statements	X	*Organizational Chart	X

**EEOC FORM
715-01
PART E
U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT**

**Inter-American Foundation
October 1, 2014 to September 30, 2015**

Executive Summary

The Inter-American Foundation (IAF) was created by Congress in 1969 as an independent U.S. foreign assistance agency that promotes and invests in citizen-led grassroots initiatives in Latin America and the Caribbean to help communities thrive. IAF has a dedicated focus on investing in citizen-led initiatives, helping to build thriving communities that are economically vibrant, socially inclusive, and connected. IAF's careful, direct, and sustained engagement with a multitude of grassroots partners helps strengthen local democracies, expand economic opportunities, and improve communities' resilience to crime and violence. IAF maintains an active portfolio of 265 grants in 20 countries representing over \$67 million of investment by IAF and more than \$91 million by our grantee partners.

In awarding its development grants, the IAF works to assure the participation of indigenous peoples, African descendants, persons with disabilities, and other marginalized groups, and encourages their inclusion in political and social processes. By supporting the best ideas emerging from the region, its program has strengthened a vast structure of community groups and nongovernmental organizations that has become a highly effective and transparent channel for productive foreign assistance. As it has for 45 years, IAF plays a meaningful role in our country's foreign assistance that is distinct from, and complementary to, the roles of other agencies that work with much larger programs. The Equal Employment Opportunity Commission's (EEOC) Management Directive (MD)-715 requires Agencies to conduct an annual self-assessment to determine how the organization compares to EEOC's "Essential Elements for a Model EEO Program." The IAF responded to all the Compliance Indicators and Measures for each of the six Essential Elements. Based on the Fiscal Year (FY) 2015 self-assessment no deficiencies were identified. In order to maintain this high standard of performance, the IAF President and supervisors remain committed to making the agency EEO program a priority.

The IAF is a small federal agency, employing 39 permanent and temporary staff members (18 male and 21 female/36 permanent and 3 temporary) at the end of FY 2015. The IAF workforce continued to be remarkably diverse, and consisted of greater than half (79.49%) racial/ethnic Minorities and/or female. The IAF outsourced its Equal Employment Opportunity (EEO) program and complaints management function through an Inter-Agency Reimbursable Services Agreement with the Office of Diversity and Equal Opportunity (DEO), U.S. Geological Survey (USGS) of the Department of the Interior (DOI). Under this Agreement, the USGS provided the IAF with EEO Counseling and Mediation, Formal Complaints processing, Diversity Program services, Alternative Dispute Resolution services, report preparation services, and EEO and

diversity program orientation training. The Chief, DEO, and the Program Managers served as the principal officials responsible for advising the IAF President concerning execution of the EEO program.

A comparison of the IAF's total workforce to the Civilian Labor Force 2010 percent (CLF 2010) showed the organization continued to be a very diverse workforce. Again, the IAF continued to exceed the CLF 2010 benchmark participation rate for Minorities. Their total Minority workforce increased from 18 in FY 2014 to 20 in FY 2015, which is more than half of the total IAF workforce of 39, including permanent and temporary. The female participation rate increased from 47.22% in FY 2014 to 53.85% of the total workforce in FY 2015, which as a whole is above their benchmark of 48.14% CLF 2010 rate. The Hispanic/Latino female participation rate 23.08% was notably greater than their respective 4.79% CLF 2010. The participation rates for Hispanic/Latino male/female, Black/African American males, Asian males and American Indian/Alaska Native males continued to be above their respective CLF 2010. African American females and Asian females were below their respective CLF 2010 (2.56% and 0.00%) The IAF saw an increase from FY 2014 to FY 2015 of three employees in the total workforce. Due to the fact that the IAF workforce remains so small, a single accession or separation of any RNOG group, male or female, can positively or negatively inflate the percentages.

An analysis of the IAF FY 2015 Minority permanent and temporary workforce to the benchmark CLF 2010 showed that IAF far exceeded the benchmark. The total participation rate of IAF's Minorities (51.28%) in FY 2015 continued to be well above their CLF 2010% (27.64%). However, the participation rate of White males/females, and Black/African American females, Asian females, Native Hawaiian or Other Pacific Islander males/females, American Indian or Alaska Native females and Two or more races males/females continued to be below their CLF 2010.

The distribution of diversity was reflected in the occupational categories and exceeded the National CLF 2010 participation rate for Minorities. Minorities and females continued to be well represented in the "Officials and Managers" category, and the "Professional" category, which are mission critical positions for the organization. A review of these two categories showed greater participation rates of Minorities to their CLF 2010. The female workforce participation rate (58.82%) for "Officials and Managers" was higher than their male counterpart, and above their CLF 2010 rate (48.14%), as was the Minority participation rate (35.29%) compared to their corresponding CLF 2010 (27.64%). The "Professionals" occupational category reflected the greatest diversity which increased from 64.69% in FY 2014 to 77.78% in FY 2015 of the workforce participation rate from Hispanic/Latino, White females, Black/African American, Asian and American Indian/Alaska Native, where each Minority group in the permanent workforce was above their participation rate compared to the CLF 2010.

Overall, there appears to be equitable distribution of Minorities, and White males and females, at all grade levels for the IAF workforce. The largest concentration of permanent and temporary grades at IAF was found in the GS-11 to GS-15 level (74.36%), with 56.41% of these grades being held by Minorities and white females. The employees in the GS-1 through GS-10 grades were held by 50.00% White females.

The number of IAF employees with disabilities remained the same from FY 2012 to FY 2015, and there were no employees with targeted disabilities. The Reasonable Accommodation Policy is available to all IAF employees and job applicants on the IAF website. The Chief Operating Officer currently serves as the Selective Placement Coordinator for the employment of persons with disabilities.

Based on FY 2014 self-assessment, one deficiency was identified. This deficiency pertained to IAF's EEO Policy Statement - which was not reissued during FY 2014. IAF did reissue the EEO Policy Statement during FY 2015. The IAF leadership remains committed to improving the diversity of its workforce, and continuing a culture of acceptance and inclusion where all employees can thrive and everyone matters.

Inter-American Foundation

EEO MD-715-01

Executive Summary FY 2015

EEOC FORM

715-01

PART F

**U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT**

**CERTIFICATION of ESTABLISHMENT of CONTINUING
EQUAL EMPLOYMENT OPPORTUNITY PROGRAMS**

I, Raymond Campbell; Chief, Office of Diversity & Equal Opportunity (GS-0260-15) am the

(Insert name above) (Insert official title/series/grade above)

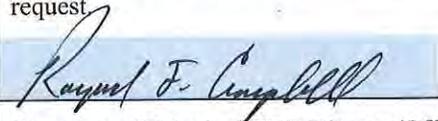
Principal EEO Director/Official Inter-American Foundation
for

(Insert Agency/Component Name above)

The agency has conducted an annual self-assessment of Section 717 and Section 501 programs against the essential elements as prescribed by EEO MD-715. If an essential element was not fully compliant with the standards of EEO MD-715, a further evaluation was conducted and, as appropriate, EEO Plans for Attaining the Essential Elements of a Model EEO Program, are included with this Federal Agency Annual EEO Program Status Report.

The agency has also analyzed its work force profiles and conducted barrier analyses aimed at detecting whether any management or personnel policy, procedure or practice is operating to disadvantage any group based on race, national origin, gender or disability. EEO Plans to Eliminate Identified Barriers, as appropriate, are included with this Federal Agency Annual EEO Program Status Report.

I certify that proper documentation of this assessment is in place and is being maintained for EEOC review upon request.



Signature of Principal EEO Director/Official

Certifies that this Federal Agency Annual EEO Program Status Report is in compliance with EEO MD-715.

1/21/16
Date



Signature of Agency Head or Agency Head Designee

1/28/16
Date



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

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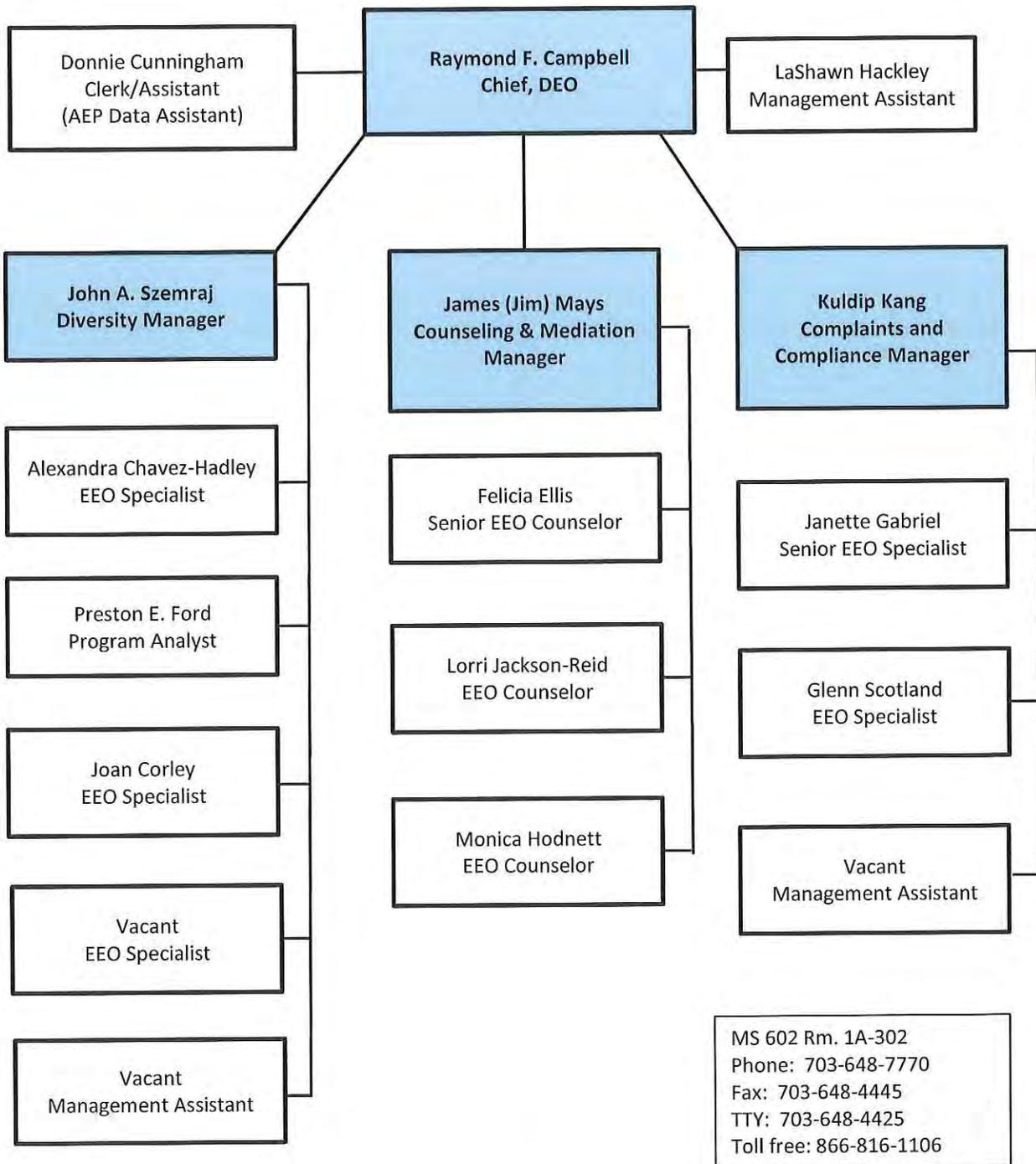
[About the IAF](#) »

OUR PEOPLE

Font Size: [A](#) [A](#) [A](#) [Share & Bookmark](#) [Feedback](#) [Print](#)

<p><u>Office of the President and CEO</u> <u>Robert N. Kaplan</u> <i>President and CEO</i></p>				
<u>Office of External and Government Affairs</u>	<u>Office of the General Counsel</u>	<u>Office of Operations</u>	<u>Office of Networks & Strategic Initiatives</u>	<u>Office of Grant-making & Portfolio Management</u>
Manuel Nuñez	Paul Zimmerman	Lesley Duncan	Stephen Cox	Marcy Kelley
<i>Managing Director</i>	<i>General Counsel</i>	<i>Chief Operating Officer</i>	<i>Managing Director</i>	<i>Managing Director</i>

USGS Office of Diversity and Equal Opportunity (DEO) Organizational Chart





Inter-American Foundation

An Independent Agency of the U.S. Government

MEMORANDUM

Date: September 2, 2015
To: All IAF Employees
From: Robert N. Kaplan, President & CEO ^{RNK}
Subject: IAF Policy on Harassment

It is the policy of the Inter-American Foundation (IAF) to provide employees a harassment free work environment. IAF prohibits employment related harassment based on sex, race, color, religion, age (over 40), disability, national origin, reprisal, sexual orientation, genetic information, and status as a parent.

Harassment is any unwelcome verbal or physical conduct based on any of the prohibited factors that is so objectively offensive as to alter the victim's terms and conditions of employment.

Equal Employment Opportunity Commission (EEOC) and Title 29 of the Code of Federal Regulations, Section 1604, have defined sexual harassment:

"Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of sexual nature constitute sexual harassment when:

- 1) Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment,
- 2) Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual, or
- 3) Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment."

Examples of Harassment, including sexual harassment, include, but are not limited to the following:

- Making offensive remarks about looks, clothing, or body parts;
- Pressure for dates;
- Touching in a way that may make an employee feel uncomfortable;
- Telling sexual jokes, hanging sexual posters, etc.;
- Epithets, slurs, negative stereotyping or threatening, intimidating, or hostile acts that relate to race, color, religion, gender, national origin, age, disability, sexual orientation, genetic information, or status as a parent;
- Written or graphic material that denigrates or shows hostility or aversion toward an individual or group because of race, color, religion, gender, national origin, age, disability, sexual orientation, genetic information,



Inter-American Foundation

An Independent Agency of the U.S. Government

MEMORANDUM

Date: September 1, 2015

To: All IAF Employees

From: Robert N. Kaplan, ^{RNK} President & CEO

Subject: Equal Employment Opportunity and Diversity Non-Discrimination Policy

As President & CEO of the Inter-American Foundation (IAF), I am committed to the total integration of Equal Employment Opportunity (EEO) and Diversity principles as a fundamental part of the guiding principles we have at the IAF. All employees, applicants for employment, and members of the public who seek to participate in IAF programs, activities, and services will not be discriminated against because of race, national origin, sex, religion, color, age, disability, sexual orientation, genetic information, or status as a parent. Furthermore, the IAF does not tolerate reprisal against those who exercise their rights under applicable EEO laws.

I am committed to ensuring all employees the freedom to compete fairly and equitably. Equal employment opportunity covers all personnel/employment programs, management practices and decisions, including, but not limited to: recruiting/hiring, merit promotions, transfers, reassignments, training and career development, benefits, and separations. I will ensure EEO program requirements are enforced in accordance with the governing regulatory guidelines. Allegations of discrimination are addressed promptly and professionally. The IAF promptly investigates all allegations of workplace harassment, and where allegations are substantiated, appropriate action is taken.

Employees or applicants who believe they have been discriminated against by the IAF have the right to file a complaint. IAF has entered an Inter-Agency Agreement with the Office of Diversity and Equal Opportunity (DEO), U.S. Geological Survey (USGS) for EEO services. The first step is to contact an EEO counselor at USGS within 45 days of the alleged discriminatory action. You may then choose to participate in either counseling or in Alternative Dispute Resolution (ADR) if it is available. At the end of counseling, or if ADR is unsuccessful, a formal EEO complaint may be filed.

I am committed to enforcing the Foundation's policy of fair and equitable treatment of all employees, applicants for employment, or members of the public who believe they have been subjected to unlawful discrimination.

This policy is to be posted in all personnel offices, and on the Foundation's internal Web site as a means to communicate the high level of importance I personally attach to equal employment opportunity at the IAF. Any questions regarding either this policy or a specific situation relevant to this policy may be addressed through the USGS Office of Diversity and Equal Opportunity (DEO) or an EEO counselor by calling (703) 648-7770 or (866) 816-1106. You may also direct questions to your manager.

INTER-AMERICAN FOUNDATION - Overall FY 2015 - PP201520
Table A4-2: PARTICIPATION RATES FOR GENERAL SCHEDULE (GS) GRADES by Race/Ethnicity and Sex - Permanent Workforce

GS/GM, SES, AND RELATED GRADES	TOTAL EMPLOYEES												RACE/ETHNICITY																													
	Hispanic or Latino						White						Black or African American						Asian						Native Hawaiian or Other Pacific Islander						American Indian or Alaska Native						Two or more races					
	All		male		female		male		female		male		female		male		female		male		female		male		female		male		female		male		female									
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%								
GS-01	#	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%									
GS-02	#	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%									
GS-03	#	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%									
GS-04	#	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%									
GS-05	#	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%									
GS-06	#	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%									
GS-07	#	1	0.00%	1	0.00%	1	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%									
GS-08	#	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%									
GS-09	#	5	13.89%	1	5.88%	4	21.05%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%									
GS-10	#	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%									
GS-11	#	5	13.89%	2	11.76%	3	15.79%	1	5.00%	1	12.50%	1	12.50%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%									
GS-12	#	1	2.78%	0	0.00%	1	5.26%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%									
GS-13	#	15	41.67%	8	47.06%	7	36.84%	1	25.00%	3	37.50%	1	12.50%	4	40.00%	2	66.67%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%									
GS-14	#	3	8.33%	2	11.76%	1	5.26%	0	0.00%	1	12.50%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%									
GS-15	#	5	13.89%	3	17.65%	2	10.53%	1	25.00%	0	0.00%	2	25.00%	2	20.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%									
Other Senior Pay (Non-SES)	#	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%									
Senior Ex. Service	#	1	2.78%	1	5.88%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%									
TOTAL	#	36	100%	17	47.22%	19	52.78%	4	11.11%	8	22.22%	10	27.78%	3	8.33%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%										

NOTE: Percentages computed down columns and NOT across rows.

INTER-AMERICAN FOUNDATION - Overall FY 2015 - PP201520
Table A4-2: PARTICIPATION RATES FOR GENERAL SCHEDULE (GS) GRADES by Race/Ethnicity and Sex - Temporary Workforce

GS/GM, SES, AND RELATED GRADES	RACE/ETHNICITY													
	TOTAL EMPLOYEES						Non-Hispanic or Latino					Two or more races		
	All	Hispanic or Latino		White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		
	male	female	male	female	male	female	male	female	male	female	male	female	male	female
GS-01	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS-02	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS-03	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS-04	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS-05	#	1	0	1	0	0	0	0	0	0	0	0	0	0
	%	33.33%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS-06	#	1	1	0	0	0	0	0	0	0	0	0	0	0
	%	33.33%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS-07	#	1	1	0	0	0	0	0	0	0	0	0	0	0
	%	33.33%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS-08	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS-09	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS-10	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS-11	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS-12	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS-13	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS-14	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS-15	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Other Senior Pay (Non-SES)	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Senior Ex. Service	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL	#	3	2	1	1	0	1	0	0	0	0	0	0	0
	%	100%	100%	100%	100%	100%	100%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

NOTE: Percentages computed down columns and NOT across rows.

INTER-AMERICAN FOUNDATION - Overall FY 2015 - PP201520
Table A5S-2: PARTICIPATION RATES FOR SUPERVISORY WAGE GRADES by Race/Ethnicity and Sex - Temporary Workforce

WD/WG, WL/WS & OTHER Wage Grades	RACE/ETHNICITY																	
	TOTAL EMPLOYEES						Non- Hispanic or Latino						Hispanic or Latino					
	All	male	female	male	female	female	White	Black or African American	Asian	Native Hawaiian or Other Pacific Islander	American Indian or Alaska Native	Two or more races	male	female	male	female	male	female
Grade-01	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade-02	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade-03	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade-04	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade-05	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade-06	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade-07	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade-08	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade-09	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade-10	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade-11	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade-12	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade-13	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade-14	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade-15	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
All Other Wage Grades	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

NOTE: Percentages computed down columns and NOT across rows.

INTER-AMERICAN FOUNDATION - Overall FY 2015 - PP201520
Table ASNS-2: PARTICIPATION RATES FOR NON-SUPERVISORY WAGE GRADES by Race/Ethnicity and Sex - Permanent Workforce

WD/WG, WL/WS & OTHER Wage Grades	RACE/ETHNICITY																					
	TOTAL EMPLOYEES							Non-Hispanic or Latino							Two or more races							
	All	male	female	Hispanic or Latino	male	female	White	male	female	Black or African American	male	female	Asian	male	female	Native Hawaiian or Other Pacific Islander	male	female	American Indian or Alaska Native	male	female	
Grade-01	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade-02	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade-03	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade-04	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade-05	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade-06	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade-07	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade-08	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade-09	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade-10	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade-11	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade-12	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade-13	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade-14	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade-15	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
All Other Wage Grades	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

NOTE: Percentages computed down columns and NOT across rows.

INTER-AMERICAN FOUNDATION - Overall FY 2015 - PP201520
Table A5NS-2: PARTICIPATION RATES FOR NON-SUPERVISORY WAGE GRADES by Race/Ethnicity and Sex - Temporary Workforce

WD/WG, WL/WS & OTHER Wage Grades	RACE/ETHNICITY																	
	Non-Hispanic or Latino																	
	TOTAL EMPLOYEES		Hispanic or Latino		White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races			
	All	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female	
Grade-01	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Grade-02	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Grade-03	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Grade-04	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Grade-05	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Grade-06	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Grade-07	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Grade-08	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Grade-09	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Grade-10	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Grade-11	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Grade-12	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Grade-13	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Grade-14	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Grade-15	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
All Other Wage Grades	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
TOTAL	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	

NOTE: Percentages computed down columns and NOT across rows.



Inter-American Foundation

Congressional Budget Justification
Fiscal Year 2017



Front cover: Youth members of Asociación El Buen Sembrador from the village of Nahualá in Sololá, Guatemala. The association has increased the production and sale of vegetables and is working to develop a long-term business plan.

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Youth from El Salvador, Guatemala and Honduras at IAF Northern Triangle youth exchange in February 2016

Summary Justification

The Inter-American Foundation (IAF) is an independent U.S. foreign assistance agency that promotes and invests in citizen-led grassroots initiatives in Latin America and the Caribbean to help communities realize opportunities and solve their own problems. This approach results in effective, community-owned development characterized by economic opportunity, resilience to violence, social inclusion and greater citizen participation in democratic processes.

The IAF requests that Congress support the agency's fiscal year 2017 funding request because the IAF directly serves U.S. interests, provides a cost-effective approach to development assistance, delivers results, and contributes to specialized capabilities and expertise that complement other U.S. foreign assistance work.

IAF SERVES U.S. INTERESTS

Public support for democracy is high in Latin America, yet a majority of citizens in the region are not satisfied with how democracy works in practice in their country and far too many have not yet benefited from economic growth. Despite falling rates of poverty in many countries of the region, there are 31 million more poor people in Latin America than in 1980.¹ In public opinion polls throughout the region, citizens cite insecurity and economic problems, including unemployment, as the most pressing problems in their lives. These are challenges of governance that must be addressed at all levels of the civic space.

IAF investments serve U.S. interests by creating economic opportunities, fostering more secure communities, and improving social inclusion and citizens' participation in democracy. Where young people

¹ "Social Panorama of Latin America 2014," Economic Commission for Latin America and the Caribbean, December 2014, <http://www.cepal.org/en/publications/37626-social-panorama-latin-america-2014>.

have strong, lasting ties to their communities, they are less likely to emigrate. Communities that are economically vibrant and secure and have an engaged citizenry provide the foundation for stronger U.S. allies. The agency's judicious investments provide the U.S. government with a direct link to civil society and lessons about effective development practices.

- **Creating economic opportunity.** IAF investments catalyze economic activity and create jobs that enable the poor and excluded to benefit from economic growth and allow communities to retain their workers and leaders.
- **Fostering secure communities.** IAF funding complements the work of other U.S. agencies to improve security and rule of law by enabling members of at-risk communities to access income-generating alternatives to crime and create a safe environment that is intolerant of criminal activity.
- **Strengthening democratic practices.** IAF grantee partners are building a more democratic citizenry and a more inclusive civil society by exercising their civic responsibilities, respecting rights and holding officials accountable.
- **Addressing root causes of migration.** The IAF is working to address the root causes of migration, particularly in Central America as an implementing agency of the United States' Strategy for Engagement in Central America. The IAF's model of citizen-led development serves to establish social and economic anchors in high-sending communities. It has been supporting the U.S. Government's Strategy for Engagement in Central America and looks forward to increasing its efforts there, in collaboration with the Department of State and USAID, consistent with the FY 2017 whole-of-government approach and FY 2016 Explanatory Statement language.
- **Providing a direct link to civil society.** Having worked with more than 5,000 grantee partners, 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.
- **Informing investments in development.** By evaluating each investment and providing opportunities for learning and exchange across the grantee partner network, the IAF applies, shares and multiplies its lessons learned.
- **Generating goodwill.** In an independent survey conducted by the Center for Effective Philanthropy in 2014, seventy-one percent of IAF grantee partner respondents stated that working with the IAF had improved their opinion of the United States.²

IAF PROVIDES A COST-EFFECTIVE APPROACH

The IAF provides the U.S. government with a smart, cost-effective approach to development assistance. It delivers aid with minimal cost to U.S. taxpayers, brings in private resources, and maximizes the impact for the intended recipients.

² Grantee Perception Report Prepared for the Inter-American Foundation. Center for Effective Philanthropy. March 2015. <http://www.iaf.gov/home/showdocument?id=506>

- **Low overhead.** In FY 2015, IAF administrative costs represented only 12% of its budget when including the resources leveraged from grantee partners. The IAF constantly works to keep overhead low, including by outsourcing many administrative and technical functions. With 38 staff in Washington, DC, the agency is well below its statutory ceiling of 100.
- **Leverage.** The IAF requires all of its grantee partners to invest their own resources. Giving grantees a stake in the outcome of their projects makes them more likely to succeed. Over the last five years, each dollar invested by the IAF leveraged \$1.36 from grantees or others.
- **Direct delivery.** 100 percent of the IAF's grant budget goes directly to grassroots and community-based groups working with the most vulnerable to improve their circumstances.
- **Grassroots initiative.** The IAF selectively funds 10-15 percent of the proposals it receives. It invests in initiatives that are designed and implemented by the poor, which means that each community takes ownership and ensures local commitment for their success and sustainability.
- **Private-sector partnerships.** The IAF collaborates with the private sector in joint funding initiatives, including with members of the IAF-initiated Latin American business-sector alliance, RedEAmérica. This network matches IAF funds at a ratio of 3:1 and helps parent corporations move beyond philanthropic giving toward a more commercially integrated and sustainable approach that can positively impact core business practices.
- **Flexibility.** The IAF can quickly amend its funding to address changing conditions on the ground or expand the reach of successful initiatives.
- **Networks.** The IAF has worked with more than 5,000 grantee partners. This offers an extensive network for learning and exchange. Current and former grantee partners collaborate and share best practices across cultures and borders. This dramatically amplifies the impact of the IAF's investment across the region.

THE IAF DELIVERS RESULTS

The IAF delivers real results in both individuals and organizations looking to build the capacity to sustain their own efforts.

- **Accountability and transparency.**³ The IAF holds all grantee partners accountable for the responsible use of U.S. public funds and successful implementation of their projects through annual financial audits and required reporting at six-month intervals on their progress in achieving targeted results. The IAF's evaluation methodology includes independently verifying the data reported. See Appendix 3 for more information on the IAF's evaluations.
- **Results.** More than 300,000 people and 280 community-based organizations benefited directly from projects in 20 countries in FY 2015. See more results in FY15 Accomplishments on page 7.

³ The IAF became the first U.S. government agency to receive the Foundation Center's "glasspockets" designation for transparency, accountability and accessibility of information.

- **Strengthened local capacity to sustain development efforts.** IAF pushes the citizen-led efforts it supports to become financially sustainable, not dependent on IAF or other US assistance. In an independent survey conducted in 2014 by the Center for Effective Philanthropy, the IAF ranked highest against all other participating private foundations regarding its impact on strengthening the capabilities of grantee partners.⁴ Nearly half (47%) of active IAF projects in 2015 included the creation of a sustainability or business plan for grantee partners without one in place.

THE IAF COMPLEMENTS BROADER 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. In the last five years, the U.S. Department of State has partnered with the IAF to tap its network of civil society groups via two Inter-Agency Agreements (IAAs), the Inter-American Social Protect Network (IASPN) and the Americas Partnership for Social Inclusion and Equality (APSIE), as part of executing U.S. commitments at the Summits of the Americas.

- **Expertise in citizen-led development.** The IAF is expert in identifying and supporting promising ideas introduced by grassroots groups working to help their communities thrive. Investing in their knowledge, skills, ingenuity and organizational strength improves their ability to sustain their own efforts beyond IAF support.



Mouvement Paysan de l'Acul du Nord (MPA) in Haiti is working with a local credit union to manage a loan fund designed to help about 150 organized market women improve their sales of agricultural and value-added products, such as manioc flour and tapioca pancakes.

⁴ Grantee Perception Report Prepared for the Inter-American Foundation. Center for Effective Philanthropy. March 2015. <http://www.iaf.gov/home/showdocument?id=506>.

- **Direct access to civil society.** The IAF's relationship with partner organizations is direct, fluid and dynamic throughout the period of the grant. This approach has earned the IAF legitimacy and trust from civil society groups and increased the chances of a grant-recipient's success.
- **Flexibility.** IAF funding can be rapidly adapted to address changing contexts on the ground or to realize emerging opportunities.
- **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 where diplomatic relations with the United States are strained. Twenty percent (57) of our active grants⁵ are in the eight countries⁶ where there is currently no USAID mission.
- **Preparation of communities to scale up.** The IAF's investments help disadvantaged groups take part in economic opportunities created by larger development investments in infrastructure or other programs. Successful IAF grantee partners are often better prepared to partner with other U.S. government agencies or private philanthropic initiatives.

FOCUS ON MARGINALIZED GROUPS

The IAF puts a priority on the inclusion of the region's most disadvantaged citizens -- including women, African descendants, indigenous peoples, children and youth, and persons with disabilities -- in the economic advances and civic life of their country. IAF grants active in FY 2015 have directly benefitted more than 300,000 people in poor and marginalized communities in 20 countries throughout Latin America and the Caribbean. (See more results in FY15 Accomplishments on page 7.)



Antonia Calle'nupa and Eugenia Quespe, weavers of the Center for Traditional Textiles of Cusco (CTTC) in Peru

⁵ As of September 30, 2015.

⁶ These eight countries include Argentina, Belize, Bolivia, Chile, Costa Rica, Ecuador, Panama and Uruguay.

THE PRESIDENT'S REQUEST

The President is requesting an appropriation of \$22.2 million for the IAF in FY 2017. This amount is \$0.3 million below the level enacted in FY 2016. In addition to its work across the region, the IAF will continue to coordinate with the Department of State, the U.S. Agency for International Development (USAID) and others to implement the U.S. Strategy for Engagement in Central America. It has the ability to help implement this strategy by partnering with disadvantaged communities to build their own capacity to address challenges in Latin America and the Caribbean.

The IAF is also developing new donor partnerships to replace diminishing re-flows from the Social Progress Trust Fund (SPTF), which has been an important source of funds for the agency for more than 40 years. The \$3.5 million available from the SPTF in FY 2017 is \$5 million less than the historical average of \$8.7 million per year. Adding funds expected to be recovered or carried over from prior years, from inter-agency reimbursements and from anticipated gifts, would bring the IAF's total operating budget to \$27.95 million.⁷ The agency will continue its effort to minimize overhead expenses, maximize the programmatic impact of its resources and further refine the IAF's evidence-based evaluation system.

An appropriation of \$22.2 million would enable the IAF to continue to promote economic opportunity, strengthen democracy and foster social inclusion, in line with U.S. foreign policy and national security priorities in Latin America and the Caribbean. Citizen-led development that helps build more secure and resilient communities in our Hemisphere is fundamentally in the interest of the United States.

⁷ See Table 4, IAF Operating Expenses, on page 28 of this document for details of the FY 2017 budget.

FY15 Accomplishments

Accomplishments of the IAF and its grantee partners in FY 2015 include:

IAF'S REACH

- More than **300,000 people** benefited directly from over **280 projects** across **20 countries**
- **113 new funding actions**, including 77 grants dedicated to traditionally marginalized groups of Afro-descendants, indigenous people, women, and youth
- Increased investment in **Central America** (from 24% of new grant funds in FY11 to 37% in FY15) and other top priority countries alongside a sustained, strategic presence throughout the region.
- **62%** of IAF funds were directed to **rural** communities, **14%** to the **urban** poor, and **24%** to both rural and urban areas.
- **28%** of IAF grants in FY15 were dedicated to **youth**.
- **22%** of IAF grants in FY15 served communities of **African descent**.
- **37%** of IAF grants in FY15 supported **indigenous groups**.
- **Women and girls made up 53%** of direct beneficiaries of IAF grants.

RESULTS AND IMPACT

- **187,000 people** acquired **new knowledge and skills** in agriculture, manufacturing, technical vocations, finance, planning, administration, marketing, civic engagement and environmental conservation
- **3,886 partnerships** were established or maintained by grantee partners, enabling them to mobilize resources and share lessons
- **83%** of IAF grantee partners who tracked **income generation** reported, on average, a more than doubling of participants' income. In Central America, this rate was **88%**.
- **High scores on IAF impact:** The results from the IAF's second Grantee Perception Report – an anonymous survey of grantees by the Center for Effective Philanthropy (CEP) now done by over 300 funders – show that it has twice received the **best rating ever** seen for helpfulness of its **reporting process**. IAF was both times in the top 1 percent on the all-time list for usefulness of its selection process and for its transparency. IAF scored as follows:⁸

GRANTEE PERCEPTION SURVEY RESULTS (2014)

How would you rate the IAF's impact on your field?	96 th percentile
How would you rate the IAF's impact on your organization?	93 rd percentile
How helpful was IAF's reporting/evaluation process in strengthening your organization?	100 th percentile
How transparent is the IAF with your organization?	99 th percentile

⁸ For the entire report, see <http://www.iaf.gov/index.aspx?page=476>

- In an assessment by IAF country representatives, **90% of IAF grantee partners** had **strengthened their organizations** to more effectively carry out their mission as a result of the IAF investment.
- IAF supported the participation of **413 individuals in peer-to-peer learning** exchanges in FY15. **93%** of grantee-partner respondents to the CEP survey had participated in at least one such exchange.⁹ On a 0-to-7 point scale, respondents scored the utility of exchanges at 6, on average.

LEVERAGE

- New grantee partners contributed \$1.37 for every \$1 invested by IAF in FY15.
- IAF's total investment in active grants was **\$70 million** and catalyzed **more than \$95 million** more from grantee partners in cash and in-kind resources.

EFFICIENCY

- **Overhead** represented only **12% of the IAF's FY15 budget** when including the resources leveraged from grantee partners.

TRUST

- **71% of** respondents stated in the CEP independent survey of IAF grantee partners (referenced above) that working with the **IAF had improved their opinion of the United States**.¹⁰
- In the CEP survey, IAF ranked in the **84th percentile**, among some 300 private funders, when respondents were asked how comfortable they feel to **approach the IAF if a problem arises**.¹¹

FLEXIBILITY

- In FY15, **50 active grants were amended** with resources to allow successful grantee partners to expand, scale-up or adapt their work. The flexibility of IAF grant agreements allows local groups to adapt their plans to changing conditions on the ground and for the IAF to respond to strategic opportunities.

SUSTAINABILITY

- IAF pushes the citizen-led efforts it supports to become financially sustainable, not dependent on IAF or US assistance. **Nearly half** (47%) of active IAF projects in 2015 **include the creation of a sustainability or business plan** for grantee partners without one in place.
- A new IAF study revealed **88% of a sampling of former IAF projects** dedicated to improving participation in civic life **had sustained more than five years beyond IAF funding**. Most of the sampled organizations had helped prepare others for more effective engagement with government officials and had begun to train or work with such officials to welcome public input.

⁹ For the entire report, see <http://www.iaf.gov/index.aspx?page=476>

¹⁰ For the entire report, see <http://www.iaf.gov/index.aspx?page=476>

¹¹ For the entire report, see <http://www.iaf.gov/index.aspx?page=476>

NETWORKS

Other U.S. government agencies and development organizations engage IAF networks and relationships in order to stimulate broader participation in forums on important development issues. One example:

- In preparation for the Civil Society Forum at the 2015 Summit of the Americas in Panama, the IAF provided the U.S. Department of State with a report prepared by 43 representatives of IAF grantee partners on their lessons and recommendations regarding civil society involvement in social protection programs in Ecuador, Guatemala, Jamaica, Paraguay and Peru. The IAF sponsored the participation of 13 grantee partners in the Civil Society Forum, which brought together civil society representatives from 32 countries to develop recommendations to leaders based on six Summit sub-themes: democratic governance, citizen participation, education, health, energy and environment, and migration and security. Two IAF grantee representatives were among the 15 civil society members selected to participate in a private roundtable discussion with President Obama, Costa Rican President Solis and Uruguayan President Vazquez.



Beneficiary family of the land titling work of Sa Qa Chol Nimla K'aleb'aal (SANK) in the village of Chisec in Alta Verapaz, Guatemala

FY15 Development Grant Highlights

ECONOMIC INCLUSION AND OPPORTUNITY

In the Western Highlands of Guatemala, Federación Comercializadora de Café Especial de Guatemala (FECCEG), an association of eight cooperatives, has used its IAF grant to boost the production and sale of fair trade and organic coffee and to diversify into honey and sugar cane. It has created jobs for young people at all stages of the production process, increased the involvement of women, and weathered the coffee fungus scourge in Central America. As a result, the 2,100 member farmers have nearly doubled their income and now export 90% of their coffee to the U.S. and Europe. FECCEG now supplies 10 percent of the country's fair-trade coffee. Farmers receive an average 20-cent premium on each pound of coffee that has the fair and organic certifications, a total of about \$200,000 annually, some of which is used to leverage extension services from other government agencies.

In addition to high crime and an unemployment rate of 45 percent, the Afro-Ecuadorian residents of Barrio Nigeria and Cenepa in Guayaquil face serious discrimination and lack basic services, access to commercial centers and opportunities in the formal economy. Agrupación AfroEcuatoriana Mujeres Progresistas (AAMP) is developing sources of income, encouraging savings accounts and offering needed services to young and elderly residents. AAMP used its IAF grant to build a business center and computer lab, form 12 community banks that now have deposits totaling \$29,000, train 300 women in business and leadership skills, launch 256 microenterprises and start three community businesses offering cleaning products, clothing and Internet services. Members of AAMP and other women in these communities have pressured the municipality for new schools and for connection to water, electricity and sewage services. AAMP is now launching additional community enterprises expected to generate jobs and income for 300 women: a restaurant, a beauty shop and a hostel.



Youth of PRODESAL in Cordoba, Colombia build conflict resolution skills through team challenges

CIVIC ENGAGEMENT

In the department of Córdoba along the Atlantic coast of Colombia, Corporación Taller Promoción y Desarrollo Alternativo (PRODESAL) teaches youth how to effectively engage with their local government, voice their concerns and stand up for their rights. Many are under constant threat of violence and recruitment by illegal armed groups, but their unique needs often remain invisible to government leaders. With IAF support, nearly 3,000 youths from the department of Córdoba learned about their civic rights and responsibilities, worked to strengthen 30 municipal youth committees and secured the creation of the first departmental policy for the protection of youth and the prevention of armed conflict, newly mandated by national law. PRODESAL has also taken the lead in creating an inter-institutional alliance in support of local youth, including government, private sector and civil society representatives. As a result, Surtigas, a regional utilities company has trained and employed at least 150 local youth with specialized skills to install its gas network in rural areas.

Following the devastation of the 2010 earthquake in Haiti, a grassroots organization, the Economic Stimulus Projects for Work and Action (ESPWA), rose to the challenge of rebuilding. It has been working since 2011 to create a community foundation to put local residents in control of the development process and ensure the inclusion of vulnerable groups. After consulting with leaders of community foundations in Africa, South America, and the United States (Nebraska), ESPWA and members of the Haitian American diaspora created a network of regional funds. The first community fund was located in the Grand'Anse, an area that risks

massive deforestation and received very little of the post-earthquake international donor or local aid. Residents were moved by ESPWA's participatory approach that values and preserves their rich culture, natural resources, and human capital. ESPWA has successfully involved civil society, schools, local governments, and businesses in a department-wide assessment of local needs that now guides priorities for the pilot fund of the new Haiti Community Foundation.

RESILIENCE IN THE FACE OF CRIME AND VIOLENCE

Grupo Juvenil Dion (GJD) conducts mobile workshops in high-crime urban and peripheral neighborhoods of Tegucigalpa to train disadvantaged young Hondurans in vocations and microenterprise development and improve their employment prospects. GJD has trained over 700 youths, placed many in internships with local businesses, and extended them microcredit to launch 180 microenterprises, including beauty salons, bakeries and carpentry businesses. When threats of extortion by the local gang forced GJD to shutter its training center one year ago, the organization shifted to an entirely mobile operation, a program it had begun with IAF support. About 45 loans have been awarded to mobile workshop graduates and they are being repaid. The GJD credit program has a two percent default rate, which primarily consists of late rather than missing payments. To improve its long-term financial sustainability, GJD has developed its own product lines with its graduates, created a supply store to sell to current and former students, and secured funding from at least one private foundation referred by the IAF to support the mobile workshops.

SUSTAINABILITY

In September, the IAF revisited Fundación Salvadoreña para la Reconstrucción y el Desarrollo (REDES), whose four-year IAF grant to support youth-led microenterprises and community projects had ended in 2009. It returned as part of an annual "ex-post" assessment of the sustainability and impact of a handful of projects, whose funding ended five or more years earlier. During the grant period, 80 migration-prone and deported young people in 12 communities launched 21 microenterprises. The assessment revealed that about half were still in operation in September 2015, even in a context of high security concerns and scarce access to formal credit. All microentrepreneurs interviewed credited the program for pivotal lessons in the skills necessary to work with partners and manage the businesses they operate today. Among those who closed the original businesses, many opened and applied their lessons to new ventures. Others stopped to attend university after completing high school with support of the added income, often as the first member of their family to do so. In one case, former members of a silk-screening business returned to the community upon university graduation and lobbied the municipality to create a youth center where many more youths are offered silk-screening and other technical and cultural programs.



Youth of a member youth group of ADESJU in Huehuetenango, Guatemala

Strategic Investments in Central America

The IAF is prepared in FY16 and FY17 to further increase its investments in addressing root causes of migration in Central America, consistent with the U.S. Strategy for Engagement in Central America to improve security, prosperity and governance in the Northern Triangle countries of the region. In the latter half of 2015, the U.S. saw a resurgence of unaccompanied minor arrivals from El Salvador, Guatemala and Honduras, following the original spike in 2014 of more than 68,000 unaccompanied children and 68,000 family units apprehended at the U.S.-Mexico border.

The IAF's flexibility to quickly reach thousands of communities of high out-migration through its network of local partners is a significant asset to the U.S. government. Community-based organizations are essential in neighborhoods with weak state presence to addressing the threat of violence and poor economic and educational opportunities, the primary factors driving migration from Central America according to the United Nations High Commissioner for Refugees.¹²

RESOURCE SHIFTS TO CENTRAL AMERICA IN FY15

Since the crisis of unaccompanied minors in 2014, the IAF has continued to shift resources to Central America for programs that improve economic opportunity, citizen security and civic participation. In FY15, 37 percent of the IAF's new grant funding went to Central America, up from 24 percent in FY11. (See Map

¹² "Children on the Run: Unaccompanied Children Leaving Central America and Mexico and the Need for International Protection," United Nations High Commissioner for Refugees, March 2014, http://www.unhcrwashington.org/sites/default/files/1_UAC_Children%20on%20the%20Run_Executive%20Summary.pdf.

and Data section on page 21.) Program staff were redeployed to new country assignments to reflect this priority.

At the end of FY15, the IAF's portfolio included 91 active projects in Central America for a total investment value of \$42.5 million, of which \$21.6 million is counterpart resources committed by grantee partners. The IAF is operating in over 900 communities and in 16 percent of all municipalities of the Northern Triangle countries. Ninety percent of IAF grants in Central America are in agriculture and food production, education and training, enterprise development and the environment. Forty-five percent of the IAF's activity in El Salvador, Guatemala and Honduras benefits youth directly. In the Northern Triangle, 88 percent of IAF grantee partners who tracked income generation of its beneficiaries reported an increase, on average more than doubling it in a year.

The IAF has mapped its development efforts alongside other U.S. Government data reflecting the origins of unaccompanied minors apprehended at the U.S.-Mexico border. This analysis showed that IAF is working with 49 grantee partners in 682 communities which include nearly half of the municipalities identified by the Department of Homeland Security as "high sending" sources for unaccompanied children migrants from Honduras, El Salvador and Guatemala. (See Appendix 1.) The IAF continues to use this information to focus its programs.

PLANS FOR FY16 AND THE FY17 REQUEST

In FY16 and FY17, the IAF expects to invest 40 percent of its new grant funds in Central America. It has been supporting the U.S. Government's Strategy for Engagement in Central America and looks forward to increasing its efforts there, in collaboration with the Department of State and USAID, consistent with the FY 2017 whole-of-government approach and FY 2016 Explanatory Statement language.

More resources will enable the IAF to:

- 1) double the IAF's presence across Central American communities to address the root causes of migration
- 2) target "high-sending" communities in the Northern Triangle countries
- 3) double its investment in community-led projects that prevent youth migration and build local capacity to sustain these efforts without IAF support
- 4) increase peer learning across the IAF's grassroots network regarding smart investments to prevent forced migration and enhance the role of youth, families and community-based and civil society organizations in such efforts;
- 5) measure how grantee-partner actions are impacting the root causes of migration.

The IAF's work complements the investments of other U.S. agencies to improve state institutions for better governance, security and prosperity. The IAF's community-based partners become the anchors for youth and families in hundreds of neighborhoods. They help youth at risk of migrating find work and safety, seek improved conditions, and take advantage of new markets and trade opportunities.

A strong FY17 appropriation and partnership with the State Department and USAID on the U.S. Strategy for Engagement in Central America will enable the IAF to deepen its impact in Central America at a very low cost.

Project Examples:

A survey of young **Salvadorans** involved in a project¹³ in San Salvador and Chalatenango creating community-based businesses showed that the appeal of migration had dropped among participants; less than 22 percent of those aged 25 years or younger said they would consider migrating, compared to 83 percent when the project started 16 months earlier.

A recent IAF grantee partner, **Pastoral de Ixcan**, in rural **Guatemala** used a combination of education programs on the risks of migration, credit, and training for small farming businesses to reduce emigration among youth. Nearly 60 percent of families in this municipality had at least one member living in the United States, yet 79 percent of the 730 young participants decided not to migrate by the end of the grant period.



Members of a community-based business that receives training and assistance from ADEPROCCA in El Salvador.

¹³ The Project is being carried out by IAF grantee partner Asociación para el Desarrollo Empresarial de Productores y Comercializadores Centroamericanos (ADEPROCCA).

In the slums of **Tegucigalpa** and surrounding rural areas, IAF grantee partner **Centro de Educación Vocacional Grupo Juvenil Dion** (GJD) is working to improve the employment prospects of high-risk youths through vocational training, internships with local businesses and access to microcredit. A majority of the youth and their families live in areas of the city saturated with gang activity, poverty, and crime. The center combines training in hard skills with programs that develop communication and soft skills. More than 800 young Hondurans have graduated with certification in technical trades and 105 gained access to microcredit to launch enterprises, including beauty salons, bakeries and carpentry businesses. The GJD credit program has a two percent default rate, which primarily consists of late rather than missing payments. “Mobile workshops” take the training program to youths in communities outside metropolitan Tegucigalpa.

IAF grantee partner **Asociación Para el Desarrollo Sostenible de la Juventud** (ADESJU) is changing attitudes about civic engagement and migration among the 750 participants in its network of 25 youth groups. ADESJU is based in Chiantla, a municipality in **Guatemala’s** Western Highlands, where 78 percent of the population lives in poverty or extreme poverty and three-quarters of the population is under age 30. Many citizens do not know how to raise concerns with their government and hold local officials to account for responding to their needs. Feeling hopeless about the ability to change their circumstances at home, many youths choose to leave. However, young people in the ADESJU’s leadership and teamwork development programs took it upon themselves to create a detailed proposal to the municipal government with recommendations for programs or services that would address the urgent needs of local youths.



Girl at vegetable market Guatemala



Youth of PRODESAL at a fair of young entrepreneurs in Cordoba, Colombia

Focus on Marginalized Groups

About 167 million Latin Americans -- or 28 percent of the population -- live below the poverty and 71 million of them live in extreme poverty.¹⁴ In all countries, poverty and social exclusion go hand in hand, and durable progress requires addressing both. IAF grants active in FY 2015 have benefitted more than 300,000 people in poor and marginalized communities in 20 countries throughout Latin America and the Caribbean. The IAF puts a priority on the inclusion of the region's most disadvantaged: women, children and youth, indigenous people and African descendants, among others.

WOMEN

The rate of poverty among women in Latin America and the Caribbean is at least 15 percent higher than for men in the region.¹⁵ The employment rate for women is only 65 percent that for men;¹⁶ men earn about 10

¹⁴ "Social Panorama of Latin America 2014," Economic Commission for Latin America and the Caribbean, December 2014, <http://www.cepal.org/en/publications/37626-social-panorama-latin-america-2014>.

¹⁵ "Women's Economic Opportunities in the Formal Private Sector in Latin America and the Caribbean: A Focus on Entrepreneurship," The World Bank, 2010, http://siteresources.worldbank.org/INTLACREGTOPPOVANA/Resources/840442-1260809819258/Book_Womens_Economic_Opportunities.pdf.

¹⁶ "Social Panorama of Latin America 2014," Economic Commission for Latin America and the Caribbean, December 2014, <http://www.cepal.org/en/publications/37626-social-panorama-latin-america-2014>.

percent more than women;¹⁷ and one-third of women of working age have no income of their own.¹⁸ At the same time, women demonstrate the work ethic, skills, creativity and careful management of resources that make their organizations a smart investment. Communities are healthier places when women have opportunities to acquire skills that can create income for their households and take part in the planning and leadership of development and business ventures alongside men. Female entrepreneurs are less likely to have access to training, business development services, networks and markets for their products than their male counterparts.¹⁹ In FY 2015, approximately 53 percent of IAF-grant beneficiaries were women or girls.

CHILDREN AND YOUTH

Children and youth suffer disproportionately from poverty in Latin America.²⁰ Approximately 36 percent of the population is less than 19 years old.²¹ Yet, youths less than 18 years old make up 51 percent of the indigent population and 45 percent of the non-indigent poor in Latin America (not including Haiti).²² Children and adolescents often lack adequate nutrition and access to job skills, health care, quality education and the training to become fully productive adults. The unemployment rate for 15-29 year-olds in Latin America and the Caribbean is three times as high as the rate for 30-64 year-olds.²³ About one in five youths in Latin America neither works nor studies.²⁴ For young people of working age, a major challenge is access to training, studying and job/business experience that better prepares them for the future. At least 28 percent of active IAF grants in FY 2015 were dedicated to children or youth. Many grantee partners are working to create employment opportunities and teach children and adolescents skills that match the labor market and help them become engaged in community life.

¹⁷ "New Century, Old Disparities: Gender and Ethnic Earning Gaps in Latin America and the Caribbean," Inter-American Development Bank, 2012, <http://publications.iadb.org/bitstream/handle/11319/6384/New%20Century%20Old%20Disparities.pdf?sequence=1>

¹⁸ "Social Panorama of Latin America 2014," Economic Commission for Latin America and the Caribbean, December 2014, <http://www.cepal.org/en/publications/37626-social-panorama-latin-america-2014>.

¹⁹ "Briefing Paper: Social Panorama of Latin America," Economic Commission for Latin America and the Caribbean, November 2012, <http://www.cepal.org/cgibin/getProd.asp?xml=/publicaciones/xml/4/48454/P48454.xml&xsl=/tpl-i/p9f.xsl&base=/tpl/top-bottom.xsl>.

²⁰ "Latin America and the Caribbean: Regional Sociodemographic Profile," Economic Commission for Latin America and the Caribbean, http://estadisticas.cepal.org/cepalstat/WEB_CEPALSTAT/Perfil_regional_social.asp?idioma=I

²¹ "Briefing Paper: Social Panorama of Latin America," Economic Commission for Latin America and the Caribbean, November 2012, <http://www.cepal.org/cgibin/getProd.asp?xml=/publicaciones/xml/4/48454/P48454.xml&xsl=/tpl-i/p9f.xsl&base=/tpl/top-bottom.xsl>.

²² "Give Youth a Chance: An Agenda for Action," Multilateral Investment Fund, Inter-American Development Bank, 2012, <http://services.iadb.org/mifdoc/website/publications/3f5ccb9b-28e3-4604-a50f-ab1145cb1584.pdf>.

²³ "Regional Overview: Latin America and the Caribbean," Youth Fact Sheet, United Nations, 2012, <http://www.un.org/esa/socdev/documents/youth/fact-sheets/youth-regional-eclac.pdf>

²⁴ "Regional Overview: Latin America and the Caribbean," Youth Fact Sheet, United Nations, 2012, <http://www.un.org/esa/socdev/documents/youth/fact-sheets/youth-regional-eclac.pdf>



Members of Asociación El Buen Sembrador in Santa Catarina Ixtahuacán, Guatemala

AFRICAN DESCENDANTS

African descendants comprise between 20 and 30 percent of the population of Latin America and the Caribbean, and half of them live in poverty.²⁵ They also face high levels of social exclusion and discrimination.²⁶ People of African descent are concentrated in the poorest areas in the region, where access to transportation, public services and job opportunities is scarce and exposure to crime and violence is often widespread.²⁷ At least 22 percent of active grants in FY 2015 served these communities, making the IAF a leading partner.

INDIGENOUS PEOPLES

For decades, the IAF has distinguished itself for its focus on indigenous communities. Some 45 million people belong to the nearly 800 indigenous groups in Latin America and the Caribbean.²⁸ More than three-

²⁵ "IDB and People of African Descent in Latin America," Inter-American Development Bank, Nov 16, 2011. <http://www.iadb.org/en/news/webstories/2011-11-16/idb-and-the-year-for-people-of-african-descent,9672.html>

²⁶ "Social Panorama of Latin America 2014," Economic Commission for Latin America and the Caribbean, December 2014, <http://www.cepal.org/en/publications/37626-social-panorama-latin-america-2014>.

²⁷ "The Situation of People of African Descent in the Americas," Inter-American Commission on Human Rights, Dec 5, 2011. <http://www.oas.org/en/iachr/docs/annual/2012/afrodescendantseng.pdf>

²⁸ "Indigenous Peoples in Latin America: An Overview," International Work Group for Indigenous Affairs, <http://www.iwgia.org/regions/latin-america/indigenous-peoples-in-latin-america>

quarters of them are poor.²⁹ The average income of indigenous workers is about half that of their non-indigenous peers.³⁰ In FY 2015, at least 37 percent of active IAF grants supported indigenous groups. These efforts build the capacity of indigenous people to take full advantage of economic development opportunities while preserving social and cultural heritage.

MICROENTREPRENEURS AND SMALL-BUSINESS OWNERS

Identifying hard-working people with few financial resources and great ideas worth funding in poor and remote areas of Latin America and the Caribbean is a strength of the IAF. The agency dedicated 40 percent of its FY 2015 investments to enterprise development, education and training. In FY 2015, active IAF grantee partners reported creating, improving or sustaining at least 2,234 jobs. IAF support also enabled the launch of many new micro- and small businesses. Many of these enterprises are community-owned and managed, which encourages accountability and increases the likelihood for success.

TRANSNATIONAL COMMUNITIES

The IAF helps communities in Latin America and the Caribbean enlist in their development efforts former residents now living abroad. These communities want to create economic opportunities locally, improve living conditions and decrease the tendency to migrate in search of work or safety. The IAF's transnational partner organizations have enabled cooperatives to export their production to markets in the United States and have mobilized the Diaspora to contribute funds or technical skills toward development. The IAF has supported more than 30 projects since 2000 undertaken by communities who can access these networks.

²⁹ "Social Panorama of Latin America 2014," Economic Commission for Latin America and the Caribbean, December 2014, <http://www.cepal.org/en/publications/37626-social-panorama-latin-america-2014>.

³⁰ "Guaranteeing indigenous people's rights in Latin America," United Nations & Economic Commission for Latin America and the Caribbean, 2014, http://repositorio.cepal.org/bitstream/handle/11362/37051/S1420402_en.pdf?sequence=1

Map and Data: Programmatic Funding

MAP OF ACTIVE GRANTS*



*As of February 3, 2016

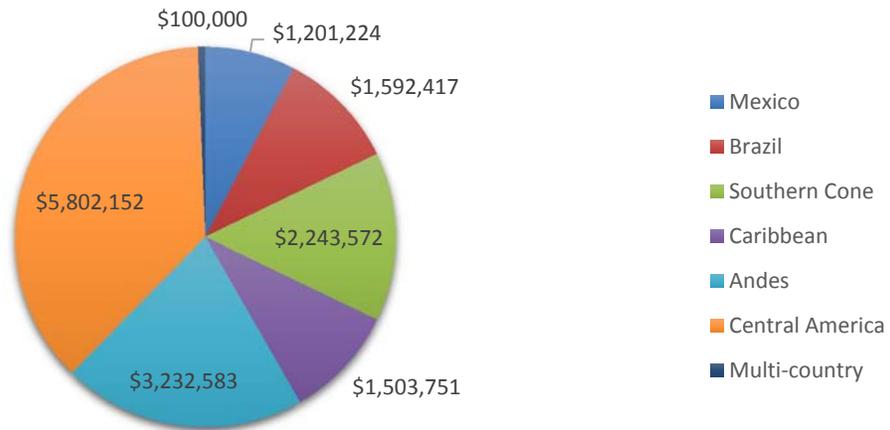
PROGRAMMATIC FUNDING

The IAF's total program portfolio in FY 2015 included more than 282 active grants, representing an investment of more than \$70.5 million from the IAF and more than \$95.1 million from grantee partners. (Note: profiles of total active portfolios by country and descriptions of new grants and amendments in FY 2014 are included in Appendix 2.) In FY 2015, the IAF funded 63 new grants in the amount of \$10.8 million and amended 50 ongoing projects in the amount of \$4.9 million, for a total of over \$15.7 million in grant funding in 20 countries. (See Table 1.) New grants awarded in FY 2015 averaged approximately \$171,000

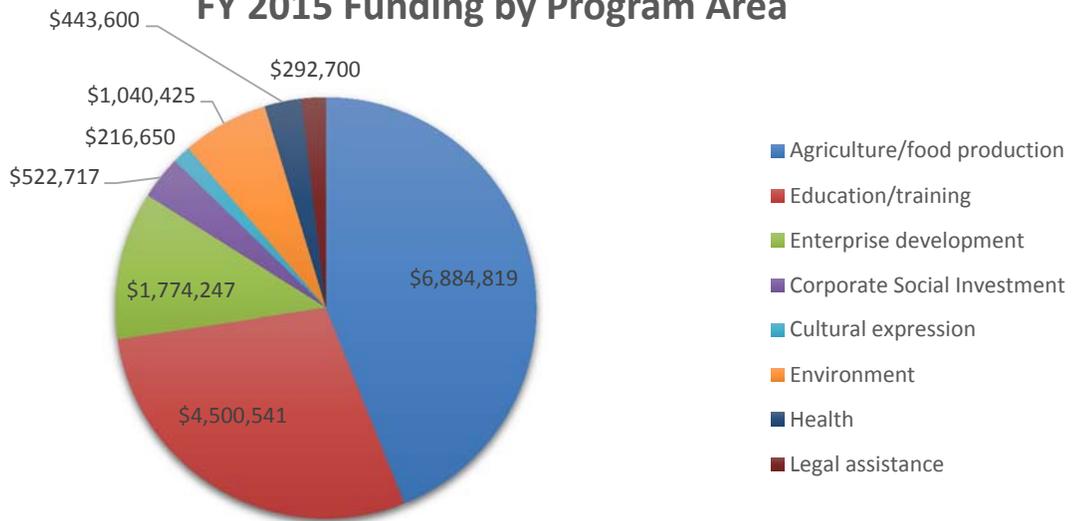
over a three-year period. In addition, new IAF grantee partners in FY 2015 committed to contribute or raise more than \$19.3 million in counterpart resources.

FISCAL YEAR 2015: NEW GRANTS AND SUPPLEMENTS

FY 2015 Funding by Region



FY 2015 Funding by Program Area



PORTFOLIO OF 282 GRANTEE PARTNERS ACTIVE ON SEPTEMBER 30, 2015

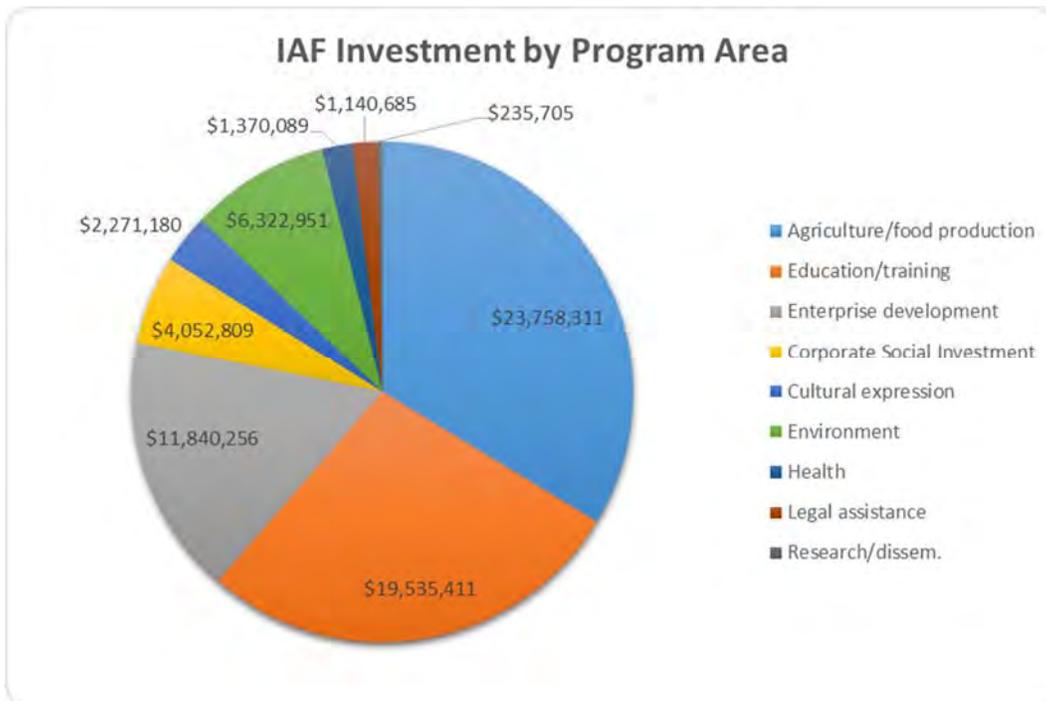
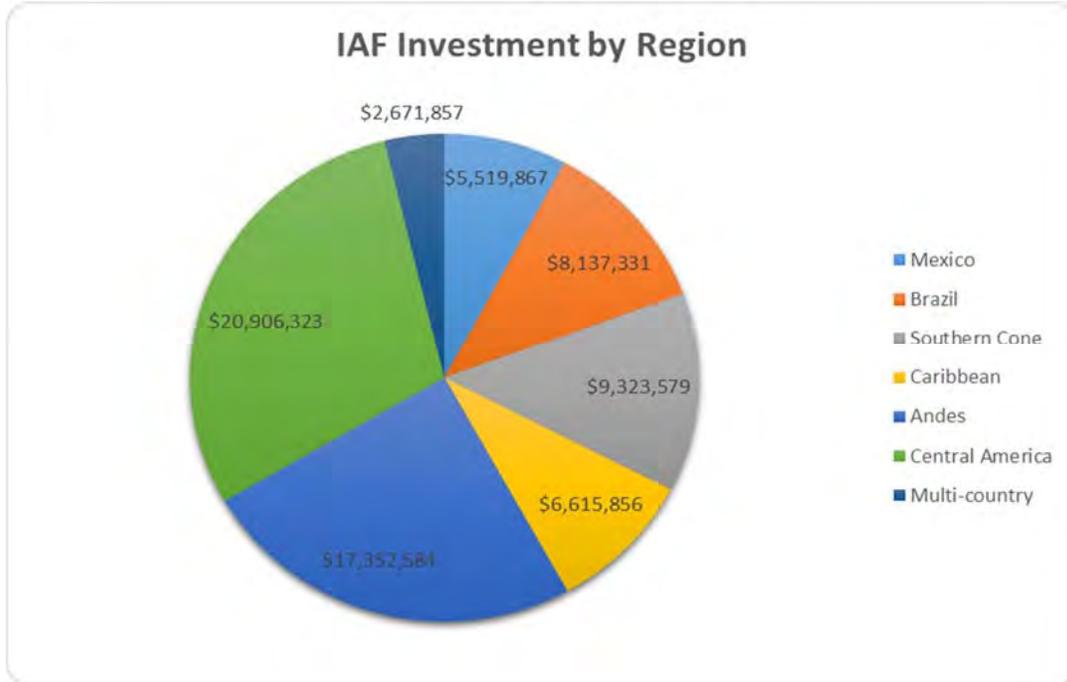


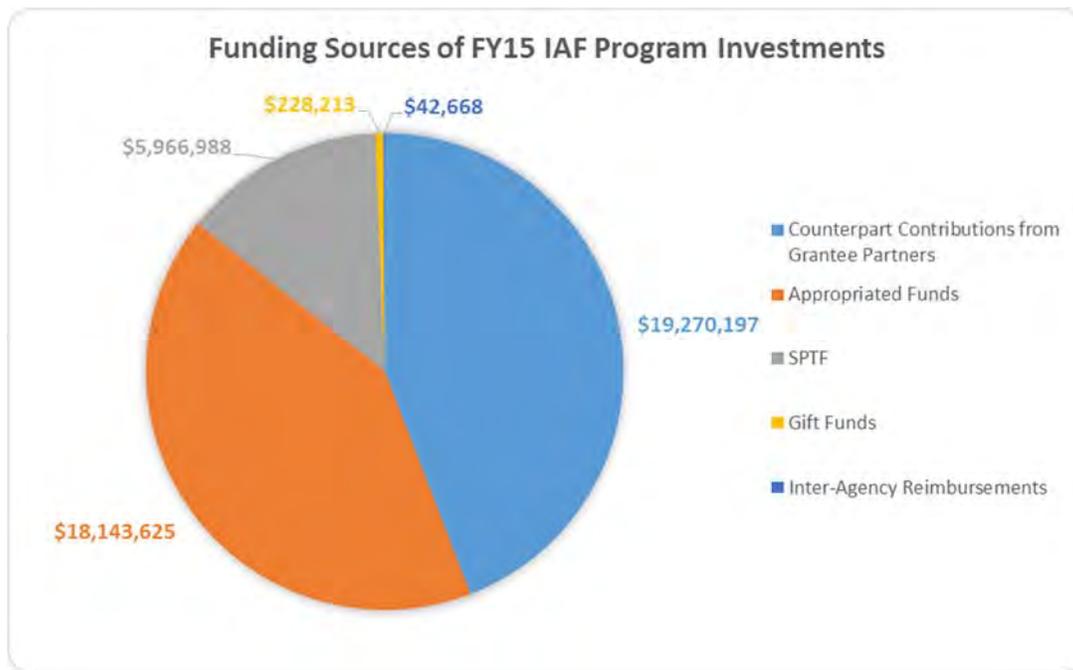
TABLE 1: IAF GRANTS BY REGION ON SEPTEMBER 30, 2015

REGION	NEW GRANTS	GRANT SUPPLEMENTS	FY 2015 INVESTMENT	PERCENTAGE OF FY 2015 INVESTMENT	ACTIVE GRANTS	TOTAL INVESTMENT IN ACTIVE GRANTS	PERCENTAGE OF TOTAL IAF INVESTMENT
Central America	25	19	\$5,802,152	37.0%	91	\$20,906,323	29.6%
Andean Region	10	10	\$3,232,583	20.6%	66	\$17,352,584	24.6%
Caribbean	6	6	\$1,503,751	9.6%	25	\$6,615,856	9.4%
Mexico	5	4	\$972,445	7.7%	26	\$5,519,867	7.8%
Southern Cone	8	7	\$2,243,572	14.3%	31	\$9,323,579	13.2%
Brazil	7	4	\$1,592,417	10.2%	33	\$8,137,331	11.5%
Other (Multi-country)	2	0	\$100,000	0.6%	10	\$2,671,857	3.8%
TOTAL	63	50	\$15,675,699	100.0%	282	\$66,260,530	100.0%

IAF Budget Resources

SOURCES OF FUNDS

IAF’s resources come from Congressional appropriations, the Social Progress Trust Fund (SPTF), private donations, and inter-agency reimbursements with other federal foreign assistance agencies. In addition, our grantee partners make a significant contribution to cover the cost of the programs IAF supports.



APPROPRIATIONS

For FY 2017, IAF requests appropriations consistent with historical IAF funding levels and the enacted FY 2016 budget. IAF has received \$22.5 million or more in every year over the last seven budget years except in FY 2013 due to sequestration. (See Table 2 below.)

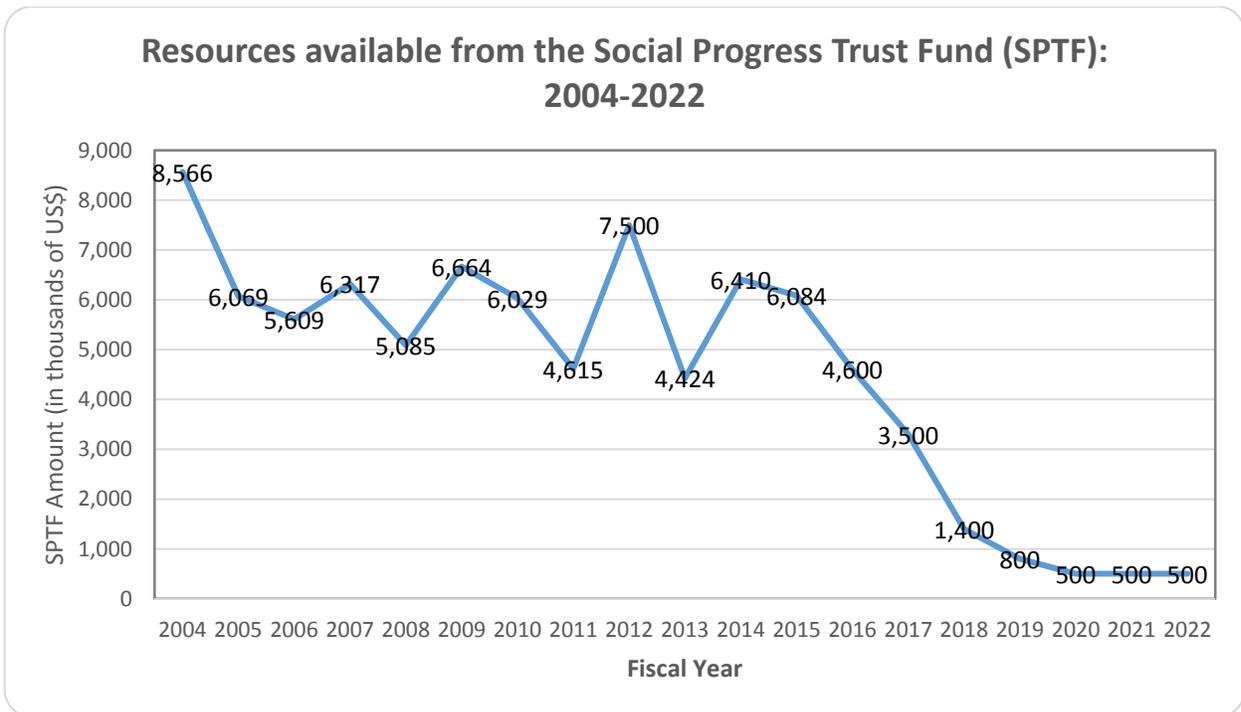
TABLE 2: IAF APPROPRIATIONS BY FISCAL YEAR

FISCAL YEAR	APPROPRIATION IN MILLIONS
FY 2009	\$22.5
FY 2010	\$23.0
FY 2011	\$22.5

FY 2012	\$22.5
FY 2013	\$21.4
FY 2014	\$22.5
FY 2015	\$22.5

SPTF

For much of its history, the IAF has received a supplement to its Congressional appropriation in the form of receipts from the Social Progress Trust Fund (SPTF). These have averaged \$8.67 million annually over the life of the fund. SPTF funds consist of repayments for loans that were made to Latin American countries under the Alliance for Progress program. These loans are reaching the end of their repayment periods, and SPTF funds will diminish significantly over the next several years. The \$3.5 million available from the SPTF for FY 2017 is \$5 million less than the historical average and \$2.6 million less than the amount available in FY 2015. Projections of availabilities for FY 2018 and FY 2019 are \$1.4 million and \$800,000, respectively.



PRIVATE DONATIONS

IAF's fundraising target from private donors is \$1.0 million in FY 2016 and \$1.5 million in FY 2017. IAF continues to prioritize diversifying its funding sources beyond the congressional appropriation and SPTF collections. IAF has engaged the business and philanthropic sectors. It has yielded an agreement with the Mott Foundation for \$400,000 over three years and is negotiating a continued partnership for two more years. IAF recently hired a full-time donor engagement coordinator and is also exploring ways to increase the flexibility of its current legislative authority in order to further facilitate receipt of gifts.

INTER-AGENCY TRANSFERS

The Consolidated Appropriations Act, 2016 and Explanatory Statement include the authority to transfer up to \$15 million from the Development Assistance account to support the United States' Strategy for Engagement in Central America. IAF could manage transfers from other accounts as well. It is included among the implementing agencies listed in the strategy and it continues to participate in the Inter-agency Policy Committee that coordinates its execution. In the last five years, the U.S. Department of State has partnered with the IAF via two Inter-Agency Agreements, the Inter-American Social Protect Network and the Americas Partnership for Social Inclusion and Equality, as part of executing US commitments at the Summits of the Americas.

GRANTEE COUNTERPART CONTRIBUTIONS

Beyond appropriations, SPTF, gifts and inter-agency transfers, 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 \$1.36 of counterpart resources for every \$1.00 of IAF support as shown in the chart below.

TABLE 3: GRANTEE COUNTERPART CONTRIBUTIONS FOR 2011 - 2015 (IN THOUSANDS OF DOLLARS)

FISCAL YEAR	IAF FUNDS	COUNTERPART CONTRIBUTIONS	COUNTERPART FUNDS AS % OF IAF TOTAL	LEVERAGE PER IAF \$ SPENT
2011	\$14,669	\$20,302	138%	\$1.38
2012	\$16,253	\$23,195	143%	\$1.43
2013	\$12,689	\$16,606	131%	\$1.31
2014	\$15,239	\$20,345	134%	\$1.34
2015	\$15,988	\$22,031	137%	\$1.37
Total	\$74,838	\$102,479	136%	\$1.36

IAF OPERATING EXPENSES

TABLE 4: INTER-AMERICAN FOUNDATION MULTI-YEAR ESTIMATES BY SOURCES OF FUNDS

Sources of Funds	FY 2015 Actuals	FY 2016 Operating Plan	FY 2017 Request
Appropriated Funds			
Current Year Appropriated Funds	22,500,000	22,500,000	22,200,000
Carryover Appropriated Funds from Prior Year	644,765	658,223	400,000
Recoveries Appropriated Funds	990,338	750,000	750,000
Carryover to Future Year	(658,223)	(400,000)	(400,000)
SPTF Funds			
Current Year SPTF	5,966,988	4,598,448	3,500,000
Inter-Agency Reimbursements	42,668	81,796	0
Gift Funds ³¹	228,687	1,000,000	1,500,000
Total Obligations	29,715,223	29,188,467	27,950,000
PROGRAM ACTIVITIES			
Development Grants and Audits			
Appropriated Funds	10,132,433	9,987,969	8,611,957
SPTF Funds	5,966,988	4,598,448	3,500,000
Inter-Agency Reimbursements	0	28,035	0
Gift Funds	146,271	750,000	1,125,000
Subtotal - Grants/Grant Audits	16,245,692	15,364,452	13,236,957
Program Implementation			
Appropriated Funds	8,011,192	7,699,414	8,391,963
Inter-Agency Reimbursements	42,668	53,761	0
Gift Funds	81,942	250,000	375,000
Subtotal - Program Implementation	8,135,802	8,003,175	8,766,963
Total Programs - Grants/Program Implementation	24,381,494	23,367,627	22,003,920

³¹ The gift fund estimate for FY 2017 is based on current donor strategy and potential future donations.

TABLE 4: INTER-AMERICAN FOUNDATION MULTI-YEAR ESTIMATES BY SOURCES OF FUNDS (CONTINUED)

Program Support Activities

Program Management and Operations

Appropriated Funds	5,333,255	5,820,840	5,946,080
Gift Funds	474	0	0
Total Program Support -- Management and Operations	5,333,729	5,820,840	5,946,080
Total Obligations	29,715,223	29,188,467	27,950,000
Counterpart resources committed or mobilized by grantee partners	19,270,197	20,895,655	18,002,262
Total Investment (including Counterpart Resources)	48,985,420	50,084,122	45,952,262
Ratios:			
Program Support / Total (incl. Counterpart Resources)	10.89%	11.62%	12.94%
Program Support / Total (excl. Counterpart Resources)	17.95%	19.94%	21.27%
Full-Time Equivalent Usage	38	38	38

TABLE 5: INTER-AMERICAN FOUNDATION MULTI-YEAR ESTIMATES BY OBJECT DETAIL

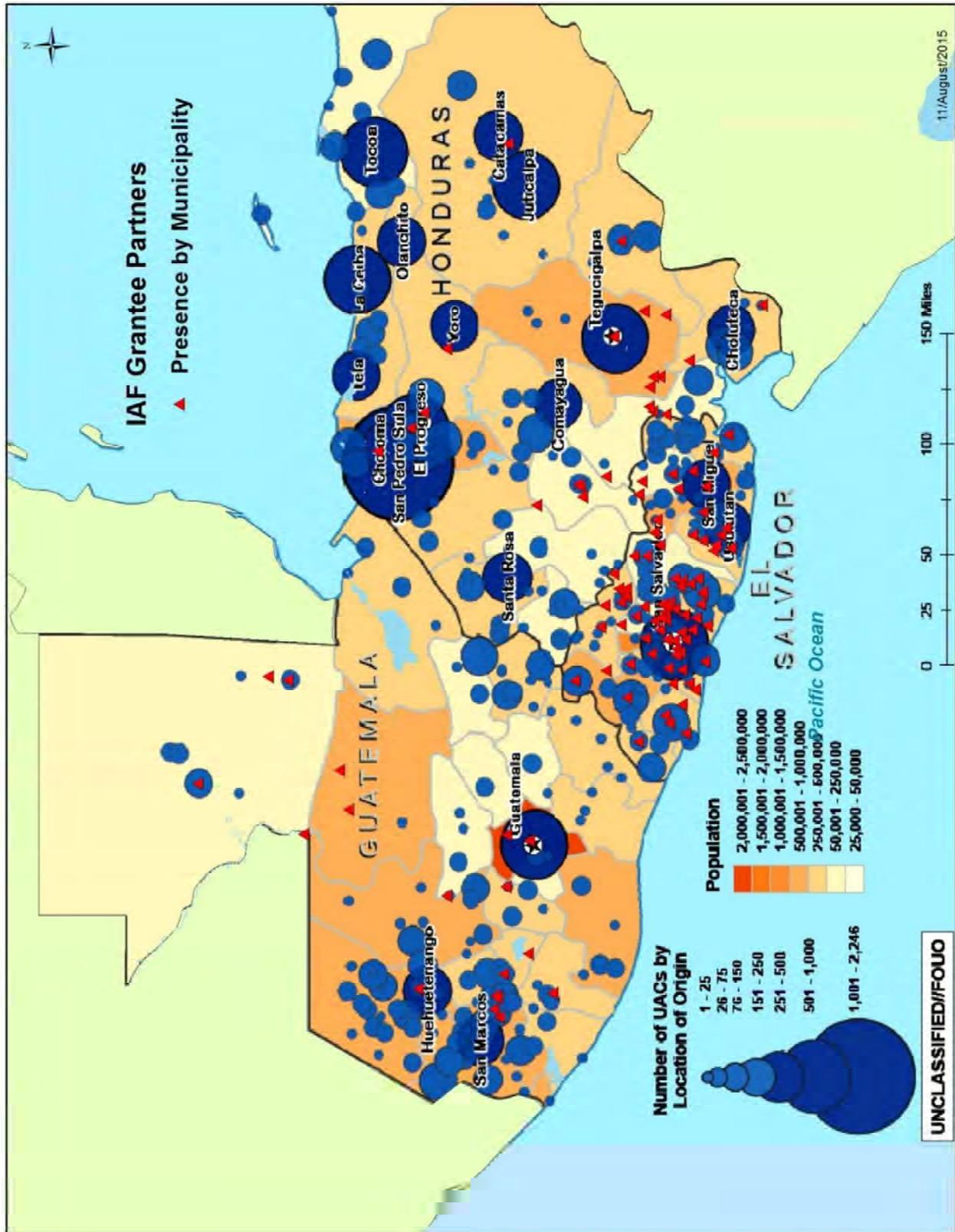
Object Class	Category	FY 2015 Actuals	FY 2016 Operating Plan	FY 2017 Request
PROGRAM SUPPORT ACTIVITIES				
<u>Staff Salaries & Related Expenses</u>				
11.1	Permanent Positions (Salaries)	1,663,439	1,734,985	1,650,316
11.5	Other Personnel Compensation	42,150	41,200	48,500
11	Subtotal - Personnel Compensation	1,705,589	1,776,185	1,698,816
12	Civilian Personnel Benefits	542,728	553,306	603,847
13.0	Voluntary Separation Incentive Payments	-	50,000	-
<u>Travel and transportation</u>				
21	Travel and transportation of persons	66,879	63,986	66,400
22	Transportation of things	600	3,500	3,500
<u>Support Services</u>				
23.2	Rental Payments to Others	314,364	297,337	314,355
23.3	Communications, Non-ADP Rentals, Shipping	74,968	145,888	57,798
24	Printing and Reproduction	39,758	53,912	41,400
25.1	Management and Professional Support Services	132,892	113,713	290,052
25.1	Engineering & Technical Services (IT)	620,192	775,751	951,430
25.2	Representation Allowance	192	2,000	2,000
25.2	Miscellaneous Services	10,724	4,500	9,950
25.2	Staff Training	25,675	50,000	39,000
25.3	Services from Other Gov Agencies	1,730,972	1,755,258	1,792,400
25.7	Maintenance - Equipment	12,405	13,000	7,000
26	Supplies and Materials	26,854	22,938	47,132
31	Equipment	28,937	139,566	21,000
	Total Program Support	5,333,729	5,820,840	5,946,080

TABLE 5: INTER-AMERICAN FOUNDATION MULTI-YEAR ESTIMATES BY OBJECT DETAIL (CONTINUED)

PROGRAM ACTIVITIES

	<u>Staff Salaries & Related Expenses</u>			
11.1	Permanent Positions (Salaries)	2,161,736	2,274,369	2,248,944
11.5	Other Personnel Compensation	1,989	2,000	4,500
11	Subtotal - Personnel Compensation	2,163,725	2,276,369	2,253,444
12	Civilian Personnel Benefits	722,450	729,779	735,000
	<u>Learning & Dissemination</u>			
21	Travel and transportation of persons	330,296	330,741	341,507
22	Transportation of things	13,060	-	13,000
23.2	Rental Payments to Others	402,205	414,174	410,000
24	Printing and Reproduction	86,839	-	80,585
25.1	Studies & Evaluations	29,360	23,000	773,510
25.1	Fellowship Program	647,060	650,000	600,000
25.1	Translations & Other Services	91,797	84,000	84,000
	<u>Technical Assistance to Grantee Partners</u>			
25.1	Local Advisory Service (LAS)	1,716,833	1,808,139	1,765,170
25.1	Data Verifiers (DV)	1,272,615	1,136,973	1,160,747
25.1	Program Conference Support	659,562	550,000	550,000
	Total Program Implementation	8,135,802	8,003,175	8,766,963
	<u>Grants</u>			
41	Development Grants/Grant Audits	16,245,692	15,364,452	13,236,957
	Total Program Activities	24,381,494	23,367,627	22,003,920
	Total Program Support and Program Activities	29,715,223	29,188,467	27,950,000
	Counterpart Resources Committed or Mobilized by Grantees	19,270,197	20,895,655	18,002,262
	Total Investment (including Grantee Counterpart)	48,985,420	50,084,122	45,952,262
	Ratios:			
	Program Support/Total (incl. Counterpart Resources)	10.89%	11.62%	12.94%
	Program Support/Total (excl. Counterpart Resources)	17.95%	19.94%	21.27%
	Full-Time Equivalent Usage	38	38	38

Appendix 1: Map of IAF Grantee Presence in Northern Triangle by Municipality



Appendix 2: USAID – IAF Joint Statement of Complementarity



Joint Statement of USAID and the Inter-American Foundation August 29, 2012

The U.S. national interest in Latin America and the Caribbean is well served by strong local institutions that provide citizens with opportunities for economic development and safe communities. The United States Agency for International Development (USAID) and the Inter-American Foundation (IAF) share a commitment to these outcomes. Together, we provide a continuum of approaches that enables the U.S. to respond flexibly, with intelligent and innovative responses, to the challenges and opportunities presented in the region today.

USAID, as the lead development agency of the U.S. government, has the strategic capacity to directly engage the region's governments and development actors. USAID's professional, institutional and financial resources enable the agency to play a catalytic role supporting reforms and capacity-building at the national and sub-national levels, whether enhancing transparency, improving regulatory environments or strengthening judicial systems. The agency is uniquely qualified to help frame and advance national policy reform efforts by engaging leadership in the region on a diverse array of social inclusion, economic and governance issues through both the public and private sectors, and with civil society actors.

The Inter-American Foundation, an independent U.S. government agency, is driven by a complementary and more specific premise that thriving local communities are necessary building blocks for resilient democracies. The IAF is explicitly designed to support and learn from initiatives developed and executed by the organized poor of the region and associated civil society organizations. The Foundation's grant program invests directly in community groups to generate jobs, strengthen local organizations and address systemic constraints to community development. The IAF's specialized development expertise and grant making experience allow it to make distinctive contributions to the knowledge base that informs and advances community development practice.

As USAID embarks on its reform effort, USAID Forward, various opportunities for beneficial collaborations with the IAF may present themselves. For example, fostering effective partnerships with local organizations is a focus of USAID Forward; the IAF specializes in direct, local-level engagement and outreach. By combining USAID's deep regional and country-specific knowledge with the IAF's expertise in local community engagement, the agencies will aim to cultivate the conditions where traditional development assistance is no longer needed. Moreover, USAID harnesses innovation and supports creative solutions to development issues. Complementarily, the IAF invests in new self-help ideas from grassroots groups and nongovernmental organizations that can benefit from opportunities to scale-up and replicate their work. Furthermore, USAID Forward makes monitoring and evaluation an integral part of program design, budgeting, and strategy, which is also central to the IAF's mission. For over fifteen years, the IAF has monitored and analyzed all its grants using a pioneering methodology (the Grassroots Development Framework) which informs its efforts to extract and disseminate useful lessons.

Having complementary, but independent foreign assistance agencies can strengthen our national interest. Together, USAID and the IAF can offer greater continuity and diversification of U.S. relationships in the region. By enhancing and building upon one another's knowledge and strengths, USAID and the IAF can help shape and sustain a strong and prosperous Latin America from grassroots community organizations to national government agencies.

Appendix 3: The Grant Making-Process

APPLICATION

The IAF accepts proposals in Spanish, Portuguese, English, French or Haitian Creole via mail or e-mail throughout the year. It looks for the following in the projects it selects for funding:

- A track record of measurable results;
- the potential to generate new knowledge about what makes communities thrive and how they learn to solve their problems;
- substantial beneficiary engagement in
 - the identification of the problem addressed,
 - the approach chosen to solve it,
 - the design of the project, and
 - management and evaluation of activities;
- technical feasibility;
- evidence of eventual sustainability;
- partnerships with local government, the business community and other civil society organizations;
- potential for strengthening all participating organizations and their partnerships;
- counterpart contributions from the proponent, the beneficiaries and other sources;
- evidence of beneficiaries' improved capacity for self-governance and creative use of the community's resources;
- a diverse array of community voices in project development and execution;
- innovative solutions to development problems.

The following are ineligible for IAF grants:

- proposals presented or directed by government entities;
- proposals from individuals;
- proposals associated with political parties or partisan movements;
- purely religious or sectarian activities;
- pure research;
- proposals solely for construction and/or equipment;
- proposals consisting only of charity or handouts

SELECTION

IAF representatives visit the proponents whose proposals are determined the most promising during the initial review of applications and they work with the applicants to address any weaknesses. The applicant benefits from the representative's awareness of the local economic, political and development context and of factors likely to improve the potential for a successful outcome. The IAF's staff assess the merits and sustainability of all projects and vet the proponent organizations with the U.S. embassy in the host country. The IAF selectively funds 10-15 percent of the proposals it receives.

IAF representatives visit grantee-partner sites periodically throughout the grant period and are always available to address any concerns. Flexibility allows continued responsiveness to opportunities for growth and the precarious conditions that poor and marginalized communities face. The IAF can quickly address unforeseen challenges or changed circumstances, including those caused by natural disasters, with an extension of the grant period, permission to redirect the original funds or a supplemental grant of additional funds.

MONITORING AND EVALUATION

The IAF holds all grantee partners accountable for the successful implementation of their projects and responsible use of U.S. public funds. Before the first disbursement, they select indicators from the Grassroots Development Framework (GDF) that measures tangible and intangible results at three levels: the individual, organization and society. They are required to report at six-month intervals throughout the grant period on their progress on these indicators. The IAF helps new grantee partners collect baseline data and trains them to gather and report the data on each indicator. All data are independently verified by contracted technicians free of any conflicts of interest. The verified results are aggregated and compiled annually into a report. Grantee partners are audited annually.



Upon the completion of a grant, the IAF conducts a close-out visit and reviews the lessons gleaned from the experience. Selected IAF projects are evaluated independently and in-depth after completion, for additional insights.

Five years after completion, a subset of projects is selected for an ex-post evaluation of their lasting impact on the communities. The IAF returns to project sites to meet with former grantee partners, interview beneficiaries, and collect and analyze data on the same indicators as were registered as baseline data before the initial disbursement and at six-month intervals during IAF funding. The IAF's evaluation office prepares in-depth reports and posts executive summaries on the IAF's Web site.

Appendix 4: New Grants and Amendments in FY 2015 Per Country

Argentina

Current Portfolio

Grantee partners: 12

IAF commitment:
\$3,761,224

Counterpart commitment:
\$6,350,877

Total investment:
\$10,112,101

Areas of emphasis:
Agriculture (rural development), civic participation, education, enterprise development, inclusion of indigenous peoples, conservation (ecotourism), women and young people.

New Grants

Asociación Civil Enlace Social (Enlace Social), \$208,720 over three years; counterpart committed, \$471,839

Enlace Social will offer struggling garment workers in the poorest neighborhoods of Buenos Aires access to training, technical assistance and micro-credit and will coordinate their efforts with fashion designers to launch a formally registered, worker-managed business that will develop a brand, new products and market access. The favorable working conditions and increased income will benefit 400 Argentines directly and another 800 indirectly.

Fundación Gran Chaco (FGCH), \$251,000 over two years; counterpart committed, \$836,900

FGCH will work with a network of 33 indigenous and criollo groups in the Gran Chaco to develop the entities as organizations; to introduce technology that improves their crafts, processed foods and forest products; and to gain them access to more markets. More than 2,400 producers will benefit directly and another 15,000 Argentines will benefit indirectly.

Supplemental Grants*

Red Puna y Quebrada, (Red Puna) \$111,075 over 18 months; counterpart committed, \$105,801

Red Puna will train its affiliated spinners and weavers to master the technology that will enable them to produce a sufficient supply of thread from llama fiber to meet the increased demand for its handmade garments.

Fundación para el Desarrollo en Justicia y Paz (FUNDAPAZ), \$88,892 over 18 months; counterpart committed, \$87,804

FUNDAPAZ will work with the leadership of Unión de Familias Organizadas de Pequeños Productores de la Cuña Boscosa y los Bajos Submeridionales de Santa Fe (UOCB) and 100 young members to develop a strategic plan and its own administrative skills and to train the young people in organizational management, agricultural practices and in processing systems that add value to crops and livestock. The benefits should reach another 100 Argentines.

Asociación de Pescadores del Chaco (ASOPECHA), \$40,000 over two years; counterpart committed, \$81,640

ASOPECHA will construct three stations for filleting fish in compliance with provincial standards, which will allow fishers in three communities to add value to their catch before it is marketed. It will also improve its own advocacy, management and organizational skills and further develop Red de Pesca, a regional network of fishers.

**Only supplemental grants for \$10,000 or more are included in this report. All supplemental grants are for one year unless otherwise indicated.*



Belize

Current Portfolio

Grantee partners: 3

IAF commitment:
\$451,765

Counterpart commitment:
\$397,712

Total investment:
\$849,477

Areas of emphasis: Education/
training; agriculture/food
production, the environment,
cultural expression.

New Grants

Julian Cho Society (JCS), \$217,560 over three years;
counterpart committed, \$226,348

JCS will use community radio broadcasts to convey information to the residents of Maya villages, encourage traditional forms of decision-making and consensus-building, further the participation of Maya women in community life, and bring more visibility to the efforts of the Maya people to improve their well-being. The work will directly involve 120 village residents and benefit another 20,000 residents of the 39 Maya villages served.

Sarstoon Temash Institute for Indigenous Management (SATIIM), \$49,400 over 18 months;
counterpart committed, \$44,200

With technical assistance from IAF Guatemalan grantee Sa Qa Chol Nimla K'aleb'aal (SANK), SATIIM will train residents of Crique Sarco, a Q'qechi' community located in the Toledo district, to map their land and resources and manage them according to their indigenous traditions and in compliance with Belizean law. The collaboration will benefit 320 Q'qechi' directly and another 1,000 indirectly.



Bolivia

Current Portfolio

Grantee partners: 11

IAF commitment:
\$3,630,872

Counterpart commitment:
\$5,079,912

Total investment:
\$8,710,784

Areas of emphasis: Agriculture emphasizing agroforestry and Andean livestock, enterprise development, indigenous autonomy, land tenure, textiles and other crafts, inclusion of indigenous women.

Supplemental Grants

El Instituto Para el Hombre, Agricultura y Ecología (IPHAE), \$196,845 over two years; counterpart committed, \$452,770

IPHAE will expand its agroforestry program to more communities on the Amazon in the Alto Beni and Pando and offer representatives of 700 families training in the production, processing and marketing of açai, majo and cacao as well as opportunities to participate in exchanges and the dissemination of results.

Centro de Investigación y Servicio Popular (CISEP), \$198,894 over two years; counterpart committed, \$193,319

CISEP will expand its work with 14 mining cooperatives in the department of Oruro to increase the productivity and income of the women who are members, raise awareness of gender equity among their male colleagues, and incorporate young adults in agricultural activities that improve the nutrition of mining families. An additional 260 miners and their families will benefit.



Brazil

Current Portfolio

Grantee partners: 33

IAF commitment:
\$5,243,066

Counterpart commitment:
\$3,963,409

Total investment:
\$9,206,475

Areas of emphasis:
Agriculture, community enterprises, collective remittances, conservation, inclusion of women and young people.

New Grants

Centro de Documentação Eloy Ferreira da Silva (CEDEFES), \$49,850 over one year; counterpart committed: \$23,580

CEDEFES will conduct research into the collaborative practices of women who engage in agriculture and make crafts in 20 quilombola communities in two regions in the state of Minas Gerais. The resulting analysis is expected to help 100 women organize better so they increase their income. Another 400 quilombola residents should benefit indirectly.

Cooperativa de Produtores Orgânicos e Biodinâmicos da Chapada Diamantina (Cooperbio), \$223,200 over three years; counterpart committed, \$177,300

Cooperbio, based in the region of Chapada Diamantina, Bahia, will work to help its member-farmers improve their cultivation of specialty coffee and diversify their production, by intercropping native fruit trees. The introduction of better agroecological practices and assistance with processing and marketing will benefit 260 farmers directly and another 2,000 Brazilians indirectly.

Centro de Agricultura Alternativa do Norte de Minas (CAANM), \$312,000 over three years; counterpart committed, \$432,673

CAANM will help quilombola communities and other farmers in the semi-arid region of northern Minas Gerais apply agroecological practices to their production of fruits and sugar cane and to improve their processing and marketing. The program includes the identification of new markets and the development of a certification system that includes the farmers' participation. The work will benefit 240 families directly and another 1,000 indirectly.

Associação para Desenvolvimento Local Co-produzido (ADELCO), \$ 293,600 over three years; counterpart committed, \$257,400

ADELCO will work with Pitaguary and Tremembé associations to reduce dependence on government assistance by developing cultural tourism as a source of revenue and to improve sanitation, water infrastructure, health and household income in these indigenous communities in Ceará. This project will benefit 1,000 Pitaguary and Tremembé Brazilians directly and another 7,700 indirectly.

Comunidade Organizada para Preservação e Recuperação do Meio Ambiente (Copema), \$140,000 over two years, six months; counterpart committed, \$112,800

Copema will develop a network of community gardens on uncultivated public and privately-owned land on the southwest periphery of Granja Portugal, a district in Fortaleza, with the immediate goals of assuring a more reliable food supply and improving nutrition and health. The gardens are also expected to generate jobs and additional income, especially for unemployed women, and to improve the urban environment. Some 240 residents should benefit directly and another 1,000 indirectly.

Comissão Pastoral da Terra do Rio Grande do Norte (CPT-RN), \$282,650 over three years; counterpart committed: \$233,800

CPT-RN will work with community associations to introduce low-cost infrastructure for farming with limited water resources in 10 settlements formed pursuant to Brazil's program of land reform in western Rio Grande do Norte. The infrastructure will benefit 500 farmers and 2,515 members of their families.

Fundação de Educação para a Preservação Ambiental e Desenvolvimento Sustentável da Bacia do Rio Paraguaçu (Fundação Paraguaçu), \$49,000 over 18 months; counterpart committed, \$50,000

Fundação Paraguaçu will work with poor families in basin of the Paraguaçu River on the restoration and responsible use of the Caatinga biome whose woodlands have become degraded. It will plant gardens, create a community seed bank, cultivate seedlings and providing training in reforestation and the production of traditional handicrafts from the resources available. Five hundred residents of the Chapada Diamantina region of Bahia will benefit directly and another 5,000 indirectly.



Supplemental Grants

Associação de Estudos, Orientação, e Assistência Rural (ASSESOAR), \$49,420 over six months; counterpart committed, \$15,000

ASSESOAR will organize a conference on agro-ecology and prepare relevant materials for 2,000 farmers and technicians scheduled to travel at the end of April to the event in Parana from throughout Latin America.

Instituto Pró Educação e Saúde (Instituto Proeza), \$119,997 over two years; counterpart committed, \$141,00

Instituto Proeza will build a community center as a permanent site for the vocational training that it offers to victims of domestic violence and will expand the scope of its courses. An additional 150 women will benefit directly and another 1,500 indirectly.

Associação Etnoambiental Beija-Flor (AEBF), 25,300 over six months

AEBF will rebuild the tree nursery and greenhouse destroyed when a severe storm struck the indigenous Amazonian community of Beija-Flor, and will also purchase an insurance policy.

Centro de Educação Popular (CENEP), \$47,400 over two and a half years.

Funding to compensate for fluctuations in the exchange rate will enable CENEP to continue to train 350 residents of rural communities in 10 municipalities in the state of Paraíba, to cultivate medicinal plants that normally grow wild and encourage their effective use. The work should indirectly benefit another 2,500 residents.



Chile

Current Portfolio

Grantee partners: 2

IAF commitment:
\$402,203

Counterpart commitment:
\$1,667,891

Total investment:
\$2,070,094

Areas of emphasis:
Corporate social responsibility

New Grants

Corporación Fiscalía del Medio Ambiente (FIMA), \$147,203 over 18 months; counterpart committed, \$37,470

FIMA will provide residents of San Pedro de Atacama, Toconao and, Sequitor, in the region of Antofagasta, training toward improving their leadership skills, their access to information on mining operations undertaken in their vicinity, and their ability to advocate for more effective regulation. The training will involve 60 Chileans directly and another 10,000 residents will benefit from it.



Colombia

Current Portfolio

Grantee partners: 20

IAF commitment:
\$5,104,909

Counterpart commitment:
\$5,662,572

Total investment:
\$10,767,481

Areas of emphasis:
Agriculture, conservation,
corporate social responsibility,
education, enterprise develop-
ment, legal services, inclusion
of African descendants, indige-
nous and young people.

New Grants

Junta de Acción Comunal Cumbarco (JAC Cumbarco), \$ 220,377 over three years; counterpart committed, \$166,118

JAC Cumbarco will work with residents of Cumbarco to increase the resources of local grassroots groups, develop them as organizations and encourage the participation of young residents in their initiatives, including to improve the production and marketing of coffee, plantains and flowers. The project will benefit 165 Colombians directly and another 510 indirectly.

Cabildo Indígena del Resguardo de Guambia (Guambia) \$318,187 over three years; counterpart committed, \$283,954

Cabildo Indígena del Resguardo de Guambia (Guambia) will collaborate with the indigenous Guambiano residents of the cabildos of Silvia, Ovejas Siberia, San Antonio, Pisitao and Kurachak, department of Cauca, to improve their production, processing and marketing of sugarcane and scallions. The resulting increase in income will benefit 1,250 indigenous Colombian farmers.

Supplemental Grants

Corporación Grupo Semillas (Semillas) \$114,820, counterpart committed, \$64,577

Through two community-led schools, Semillas will continue to work with 100 leaders drawn from six grassroots organizations in the departments of Cauca and Tolima, toward developing their skills in agricultural production, communications, research methodologies involving farmers, and oversight. It will also create a loan fund to support agricultural initiatives undertaken by participating grassroots organizations.

Corporación Taller Prodesal (PRODESAL), \$38,873; counterpart committed, \$51,451

Prodesal will coordinate a Latin American summit to discuss the effective management of projects

targeting young people and to develop an exchange program open to representatives of grassroots organizations from throughout the hemisphere.

Corporación RedEAmérica (RedEAmérica), \$50,000 over two years; counterpart committed, \$113,330

RedEAmérica, an IAF-initiated business alliance, will work with its corporate members to explore how core operating functions can support grassroots development. A committee representing the alliance, the IAF and businesses will identify state-of-the-art practices to be considered for adoption. One hundred Colombians should benefit directly and another 200 indirectly.

Corporación Socioecológica para el Futuro de Bolívar (Ecofuturo), \$141,500 over two years counterpart committed, \$64,328

Ecofuturo will continue to work in the municipalities of Bolívar, El Dovio and Versalles, Valle del Cauca to improve land use in an additional 40 private reserves and on farms; provide materials and supplies to young people undertaking environmental projects; and offer training toward the protection of three designated areas as well as related technical assistance, including through mobilizing resources. The project is expected to benefit 185 Colombians directly and another 6,000 indirectly.

Asociación de Productores de Panela de la Vereda Las Vegas (Asoprovegas), \$160,610 over two years; counterpart committed, \$79,96.

Asoprovegas will continue to work with two other grassroots groups, Asociación de Escuelas Agroecológicas Campesinas de San Rafael (Aseas) and Asociación de Agricultores Orgánicos de San Lorenzo (Asoagro), to improve land use on 28 farms. The collaboration should result in a more reliable food supply and better income that directly benefit 100 Colombians in the municipality of Tulua, department of Valle del Cauca. Another 200 residents should benefit indirectly.



Costa Rica

Current Portfolio

Grantee partners: 11
IAF commitment:
\$1,633,820

Counterpart commitment:
\$2,301,948

Total investment:
\$3,935,768

Areas of emphasis:
Agriculture (organic), conservation, corporate social responsibility, enterprise development, resource mobilization, inclusion of indigenous peoples.

New Grants

Consumo y Comunicación Alternativa Sociedad Civil (COKOMAL), \$50,000 over 18 months; counterpart committed: \$52,565

COKOMAL will work with Red de Economía Social y Solidaria (RedESS) to develop the solidarity economy (ESS) in Costa Rica via a series of regional meetings and a workshop and a forum for representatives from organizations working throughout Costa Rica in agroecology, fair trade and participatory certification. The goal is to improve communication and define RedESS' operating structure. More than 1,555 Costa Ricans will participate in the events and 11,000 others should benefit from better production, processing and market access.

Supplemental Grants

The Corcovado Foundation Lon Willing Ramsey Junior (Corcovado Foundation), \$87,520; counterpart committed, \$105,668

To generate revenue toward its self-sufficiency, the Corcovado Foundation will continue expanding its community tourism enterprise, will launch a campaign to raise funds in the United States and will develop the skills to make effective use of social media.



Dominican Republic

Current Portfolio

Grantee partners: 11

IAF commitment:
\$3,119,119

Counterpart commitment:
\$4,122,111,

Total investment:
\$7,241,230

Areas of emphasis:

Agriculture, corporate social responsibility, education, enterprise development, inclusion of women, sexual minorities, and young people

New Grants

Cooperativa de Ahorro, Crédito y Servicios Múltiples Amor y Paz (COOPSERMORPAZ), \$206,475 over two years; counterpart committed, \$702,786

COOPSERMORPAZ will help its plantain farmers improve yields by planting the hybrid FIAH 20 variety resistant to the sigatoka negra blight prevalent in the area and will offer them training in better agricultural practices, access to a working capital fund and the opportunity to obtain better prices by pooling their harvests to market in volume. The work, which complements the distribution of the hybrid seeds by the Dominican Ministry of Agriculture, will directly benefit 75 members of the cooperative and their families and will reach another 1,500 residents of Los Toros, Azua.

Red Nacional de Jóvenes Viviendo Con VIH/SIDA (REDNAJ CER), \$130,695 over two years, counterpart committed: \$60,255

REDNAJ CER will incorporate more young Dominicans with HIV/AIDS as members; expand into new regions; evaluate services available to those diagnosed with the virus; analyze, organize and report the data collected on medical care, including compliance with recommended protocols; and advocate for improvements and more accountability in the system. The project will directly involve 330 Dominicans; better services should reach 32,000 others diagnosed with HIV or AIDS.

Visión Social, \$275,277 over three years; counterpart committed, \$164,828

Visión Social will develop the managerial skills of eight grassroots organizations in the southern province of Azua and work with three of them to market locally grown and processed food and improve their knowledge of nutrition and related subjects. Some 650 families in the communities of Los Tramos, la Bombita y Las Lomas will benefit directly and an additional 3,250 residents of Azua will benefit indirectly.

Supplemental Grants

Reef Check Dominican Republic (RCDR), \$18,632

RCDR will help Cooperativa de Pesca y Prestadores de Servicios Turísticos de La Caleta (COOPRESCA) prepare to the independently manage its fishing and ecotourism activities.



Ecuador

Current Portfolio

Grantee partners: 11

IAF commitment:
\$1,923,074

Counterpart commitment:
\$2,602,345

Total investment:
\$4,525,419

Areas of emphasis:

Agriculture, cultural expression, enterprise development, inclusion of African descendants

New Grants

Red de Productores Agroecológicas Biovida (Biovida), \$50,000 over two years; counterpart committed: \$42,033

Biovida, a federation of 13 women's organizations, will conduct a study to determine the feasibility of expanding its organic production of fertilizer to meet the increased local demand, will develop business and marketing plans, and will launch a small processing plant. The work will benefit the 80 women involved in production as well as 3,000 Ecuadorian consumers.

Movimiento de Economía Social y Solidaria del Ecuador (MESSE); \$ 216,000 over three years counterpart committed: \$506,935

MESSE will work in northern Ecuador to encourage the application of agroecological practices and develop the fair-trade market for produce, including by introducing a "participatory guarantee systems," a certification process that involves farmers and consumers. The increased income will directly benefit 400 Ecuadorians, 70 percent of whom are women. The nutritional value of diversified crops grown without chemical fertilizers will also reach 4,000 family members and consumers.

Red de Turismo Comunitario del Austro "Pakariñan" (Pakariñan), \$200,000 over three years; counterpart committed, \$216,705

Pakariñan will work with 675 artisans from southern Ecuador to develop their production; their skills in business administration, including leadership and negotiation; and outlets for their crafts that operate in Cuenca and online according to the principles of fair trade. The artisans will expand their product line and design repertoire and will form an organization. The resulting increase in income should benefit another 375 Ecuadorians indirectly.



El Salvador

Current Portfolio

Grantee partners: 21

IAF commitment:
\$5,243,066

Counterpart commitment:
\$3,963,409

Total investment:
\$9,206,475

Areas of emphasis:
Agriculture, community enterprises, collective remittances, conservation, inclusion of women and young people.

New Grants

Asociación de Desarrollo Social Comunitario del Cantón El Morro in El Salvador (ADESCO El Morro), \$49,785 over 18 months; counterpart committed, \$28,990

ADESCO El Morro, a community development association in Comalapa, Chalatenango, will work with residents of El Morro to expand a community savings-and-loan fund supporting their economic initiatives, including aquaculture, beekeeping and agro-processing; to incorporate children and young adults into community life through culture and sports; and to reduce violence and other pressure to migrate. The technical advice, materials and training will benefit 110 Salvadorans directly and 550 indirectly.

Asociación Adolescente Juvenil Amigos de Apopa in El Salvador (AJA), \$143,855 over two years; counterpart committed, \$46,765

AJA will offer technical advice, training and materials to two community development associations (ADESCO) working to increase the income of residents of Apopa, San Salvador, who produce vegetables and grains and raise small livestock. It also expects to improve the effectiveness of the ADESCO. Some 100 Salvadorans should benefit directly and another 1,400 indirectly.

Asociación Cooperativa de Producción Artesanal, Agropecuaria, Ahorro, Crédito y Comercialización in El Salvador (Guazapa Tours), \$191,175 over two years; counterpart committed, \$156,430

Guazapa Tours will develop its ecotourism in Suchitoto to include birding, ziplines and opportunities for young residents to acquire skills in client services and handicraft production. Plans that call for training, effective marketing and the renovation of an interpretive center will benefit 132 Salvadorans directly and another 400 indirectly.

Fundación para el Desarrollo Juvenil (FDJ), \$50,000 over one year; counterpart committed, \$47,040

FDJ will provide training and related assistance toward developing the organizational, leadership and technical skills of residents in two communities in the department of San Salvador and toward improving their agriculture and microenterprises. Young adults and women of all ages will learn to raise poultry, refine their crafts and market their products effectively. FDJ will also study the impact of gang and domestic violence on residents and the factors that contribute to resilience. The work will benefit 150 Salvadorans directly and another 750 indirectly.

Asociación Comunal Comité de Desarrollo Turístico de Meanguera (CDT-Meanguera), \$169,965 over two years; counterpart committed, \$114,685

Working with Asociación Cooperativa Mezcal, Historia y Color, CDT-Meanguera will help farmers in Morazán and microentrepreneurs generate income from tourism and other sources. The program includes training in production of crafts, the diversification of agriculture and food-processing and related technical assistance; support accessing markets; and the promotion of local attractions, products and services. The work should benefit 100 residents of Meanguera directly and 500 indirectly.

Supplemental Grants

Consejo para la Asistencia en Recursos y Técnicas del Área Rural de Oriente (CARTARO); \$85,540 over two years, counterpart committed, \$71,465

CARTARO will develop a nursery for plants used in reforestation and will work with women in San Francisco Javier to increase the income generated by Meyah, their enterprise that processes diverse tropical fruit and markets the products.

Asociación Coordinadora de Comunidades Unidas de Usulután (COMUS), \$181,125 over 18 months; counterpart committed, \$147,260

COMUS will work in the municipalities of San Francisco Javier, San Agustín, Jiquilisco, Tecapán, Berlín and Ozatlán to develop a network to market local products more effectively, to bolster microbusinesses and to improve the organizational skills of rural community associations. The results should increase household income and otherwise directly benefit an additional 210 Salvadorans.

Asociación Comunal de Mujeres de Morazán (ACMM), \$52,400; counterpart committed, \$22,895

ACMM will improve its organizational skills and provide technical advice, investment capital and materials to additional women leaders from Morazán toward improving their small businesses, agricultural production and market access.



Guatemala

Current Portfolio

Grantee partners: 22

IAF commitment:

\$4,994,850

Counterpart commitment:

\$4,957,810

Total investment:

\$9,951,810

Areas of emphasis:

Inclusion of indigenous peoples, democratic participation, community security, education and training, cultural expression, and environment.

New Grants

Asociación Seres (SERES), \$295,020 over three years; counterpart committed, \$193,870

SERES will work with 1,500 young Guatemalans and Salvadorans representing groups from several departments, to develop their awareness of their rights and of the responsible use of natural resources and to help them acquire the skills to improve conditions in their communities. Another 200,000 community residents will benefit indirectly.

Asociación de Mujeres Adelina Caal Maquín (ACM), \$167,705 over three years; counterpart committed, \$180,478

ACM, an organization of Mayan women, will work with residents of 20 Q'eqchi' communities to diversify crops, protect natural resources, develop a more reliable food supply and launch a farmers' market. Forty students will attend ACM's junior high school where they will study academic subjects as well as agricultural practices that they will teach to ACM's members. The work will benefit 680 indigenous Q'eqchi' directly and another 300 indirectly.

Alcaldía Maya de Canillá (AMC), \$166,650 over three years; counterpart committed, \$132,200

AMC will build cohesion among its members residing in 36 communities in the municipality of Canillá and develop the administrative and operational skills needed to formalize a long-term partnership with the municipal government and with the development councils of each community represented. Its proposal includes the creation of municipal offices representing the interests of young people and women. The training and negotiations will directly involve 172 Quiché Guatemalans directly and benefit another 10,000.

Red Para la Defensa de los Derechos Humanos (REDEH), \$139,700 over two years; counterpart committed, \$112,850

REDEH will train 200 individuals representing 10 geographic regions, who will themselves train 800 additional agricultural workers so that they understand their rights in the work place. The original trainees will participate in drafting a plan to prevent human rights abuses and violations of labor laws. The workers' families should benefit indirectly.

MolojKino'jib'alMayib' Ixoqib' (MOLOJ), \$201,520 over three years; counterpart committed: \$128,235

MOLOJ will raise awareness of the importance

of diversity in government so that marginalized communities are represented, encourage respect for indigenous women and further their participation in civic life. The work will directly involve 500 indigenous women and benefit some 2,500 other Guatemalans.

Asociación de Retornados Guatemaltecos (ARG), \$33,550 over 15 months; counterpart committed, \$9,050.

ARG will develop a strategic plan for the next five years its efforts at easing the transition of migrants who return to Guatemala. Goals include an expanded membership; the acquisition of skills in administration, negotiation and fundraising; and the organization's engagement with the municipality of Guatemala City and the Guatemalan Secretaría del Migrante toward long-term partnerships. The planning process, training and outreach will involve 14 Guatemalans and benefit another 500.

Supplemental Grants

Federación Comercializadora de Café Especial de Guatemala (FECCEG), \$95,525; counterpart committed, \$148,958

FECCEG will study the feasibility of a coffee shop on site and provide other IAF grantees assistance with the prevention and treatment of roya, the coffee-leaf disease.

Asociación para el Desarrollo Sostenible de la Juventud (ADESJU), \$172,320 over three years; counterpart committed, \$118,074

ADESJU will offer some 1,000 Mayan Guatemalans in 35 affiliated youth groups training that develops the skills needed for their communities to prosper. The grantee hopes to reduce substance abuse, the school drop-out rate and participation in gangs and encourage these young Guatemalans to consider a future at home rather than migrate to Mexico or the United States.

Asociación No Lucrativa Muj'bab'l yol (MBYL), \$158,575 over three years; counterpart committed, \$95,035

MBYL will work with 22 community radio stations to develop a training program that improves their ability to make the public more aware of the rights of indigenous Guatemalans and of the need for a regulatory environment conducive to operations. The training and other activities should benefit 180 representatives of the various stations; broadcasts should reach 70,000 listeners.



Haiti

Current Portfolio

Grantee partners: 11
IAF commitment:
\$2,650,195

Counterpart commitment:
\$1,320,900

Total investment:
\$3,971,095

Areas of emphasis:
Agriculture (food security),
training in technical skills,
cultural expression, enterprise
development, inclusion of wom-
en and young people.

New Grants

Fondasyon Limyè Lavi, \$ 50,000 over one year;
counterpart committed: \$21,354

To reduce the number of children working as restavèk, or live-in domestic servants, FLL will help 60 families in six communities in southeast Haiti breed goats as a reliable source of income and food.

Lakou Lapè (LKLP), \$260,350 over two years;
counterpart committed, \$172,100

LKLP will organize a network of young Haitians trained in vocational skills and in techniques that enable them to work to reduce violence in Saint Martin, Bel Air and Nan Cocteau, three neighborhoods on the periphery of Port-au-Prince. Training in conflict management will also include elected officials and representatives of the private sector. The project will benefit 95 Haitians directly and another 5,000 indirectly.

Organisation de Développement Durable et Solidaire D’Haïti (ODDSHA), \$305,950 over three years; counterpart committed, \$43,445

ODDSHA will work with farmers in 14 grassroots associations in Boileau and Flamands, communities in the first section of the Commune of Cavaillon in Haiti’s Sud department, to improve their production and sale of goats. The investment in training and in better animals will benefit 980 Haitians directly and another 3,925 indirectly.

Supplemental Grants

Mouvement Paysan de l’Acul du Nord (MPA), \$150,500 over one year; counterpart committed, \$123,710

MPA will help its member farmers respond to a recent drought, continue its training to improve agricultural practices and management, and expand its training in gender sensitivity to include men. The work will reach 750 families in Camp Louise and La Souffrière and in two additional sections communales in Acul du Nord, near Cap-Haïtien.

Association Planteurs Jonc-Tiby (ASPJ), \$52,500 over three years; counterpart committed, \$1,600

ASPJ will work with 650 member families in Camp-Perrin, Sud department, to increase their production and sale of vegetables. Its program includes training; the distribution of seeds, tools and other inputs; completion of a storage facility and processing center; a credit fund for women merchants; the identification of volume purchasers; and the introduction of introducing practices related to soil conservation and reforestation.



Honduras

Current Portfolio

Grantee partners: 18
 IAF commitment: \$4,192,381
 Counterpart commitment: \$3,989,139
 Total investment: \$8,181,520
 Areas of emphasis: Rural development, tourism, and youth.

New Grants

Organización para el Desarrollo de Corquín (ODECO), \$200,185 over three years; counterpart committed, \$151,895

ODECO will involve 199 families and one elementary school in its effort to improve food security, which includes composting organic waste and introducing children to responsible farming methods, and to develop community councils in urban areas of the municipalities of Corquín and San Pedro de Copán. The work will benefit 1,000 Hondurans directly and 2,000 indirectly.

Asociación de Mujeres Intibucanas Renovadas (AMIR) \$205,000 over three years, counterpart committed, \$177,990

AMIR, comprised of indigenous women from rural areas of the municipalities of Intibucá and San Francisco de Opalaca, will train its members in farming methods compatible with the responsible use of the environment and in effective approaches to marketing the fruit and jam that they process. The result should be a more reliable food supply, better use of natural resources and improved household income. Some 300 Hondurans will benefit directly and another 3,000 indirectly.

Fundación Comunitaria Puca (PUCA), \$ 205,355 over three years; counterpart committed, \$87,630

PUCA, comprising 28 communities in the department of Lempira, will develop its members' ability to manage effectively the natural resources of the Refugio de Vida Silvestre Montaña de Puca in collaboration with local water and forestry boards and a volunteer corps of forest rangers. The participants will undertake advocacy on behalf of the reserve, install technologies compatible with its ecosystems, apply sanitation techniques to protect watersheds, and develop as organizations. The work will benefit 1,500 Hondurans directly and another 2,000 indirectly.

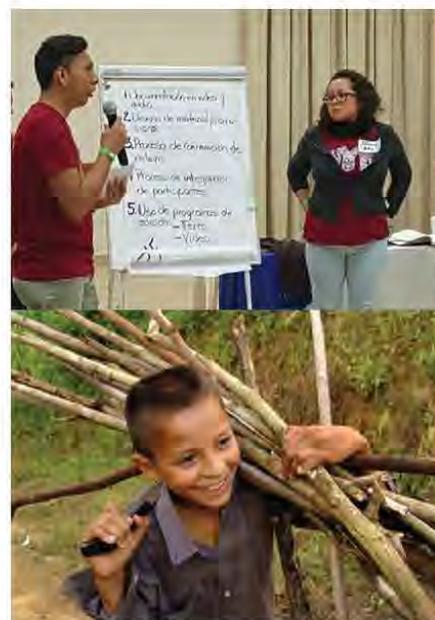
Federación de Juntas Administradoras de Agua y Saneamiento de Morazán Yoro (FEJASMY) \$183,000 over three years; counterpart committed, \$156,660

FEJASMY will work to assure the sufficiency and quality of the water supply in 12 communities of Morazán, Yoro, by training their water boards in effective management and maintenance; furthering efficient use; repairing, updating and expanding infrastructure; and developing as an organization

capable of prioritizing needs, identifying sources of funds, advocating effectively on behalf of constituents and undertaking new projects. The more reliable flow of potable water should benefit 8,000 Hondurans directly and another 8,000 in nearby communities indirectly.

Cooperativa de Servicios Agropecuarios 25 de Julio Limitada (25 de Julio), \$163,890 over three years; counterpart committed: \$170,335

The cooperative 25 de Julio, located in the municipality of Victoria, Yoro, will help its members improve their income by developing the cooperative's administrative skills, conducting training, offering credit in partnership with a community savings- and loan-association, increasing coffee production, pooling their production to sell in volume, and reaching new markets. The work will benefit 105 Hondurans directly and another 550 indirectly.



Supplemental Grants

Centro de Educación Vocacional Grupo Juvenil Dion (GJD), \$238,000 over two years; counterpart committed, \$94,800. GJD will use mobile workshops to teach vocational skills to young people from disadvantaged communities throughout Honduras, help the graduates identify employment opportunities and encourage their microenterprises.

Asociación de Productores de Hortalizas y Frutales de Intibucá (APRHOFI), \$121,940, Counterpart: \$233,210 over three years

APRHOFI will introduce 120 farmers in the department of Intibucá to production techniques that increase their vegetable yields.

Organization for Youth Empowerment (OYE), \$125,000 over two years; counterpart committed, \$477,950

OYE will further develop print and broadcast products, including by improving the graphic design skills of its staff, as well as its programs in art and sports. Some 2,000 young Hondurans should benefit directly and another 6,000 individuals indirectly.

Cooperativa Agrícola Esfuerzo Occidental Limitada (CAEOL), \$150,000 over three years; counterpart committed, \$163,000

CAEOL will work in 10 municipalities in two departments in western Honduras to help its member farmers adopt practices compatible with the responsible use of the environment, increase production and generate more income. As an organization, CAEOL will develop its administrative skills, expand its membership, find new markets and provide technical training.

Grupo Güinopeño Ambientalista (G. Guia), \$40,500 over three years; counterpart committed, \$12,945

In response to intensely parched conditions in the drought belt of southern Honduras, G. Guia will undertake 110 additional projects, including the installation of water collection and irrigation systems.



Jamaica

Current Portfolio

Grantee partners: 3

IAF commitment:
\$846,542

Counterpart commitment:
\$1,750,255

Total investment:
\$2,596,797

Areas of emphasis:
Conservation & enterprise
development.

Supplemental Grants

Jamaica Environment Trust (JET), \$45,872 over six months; counterpart committed, \$3,000

JET's training and legal assistance should enable five organizations representing residents of Bull Bay, Clarendon, St. Ann and Cockpit Country to monitor and manage the impact of mining and quarrying on their respective communities as well as advocate for public input on operations and more effective regulation of the industry. The work will benefit 350 residents directly and another 16,300 indirectly.



Mexico

Current Portfolio

Grantee partners: 26

IAF commitment:
\$5,519,867

Counterpart commitment:
\$13,664,829,

Total investment:
\$19,184,696

Areas of emphasis:

Agriculture, conservation, enterprise development, inclusion of indigenous peoples.

New Grants

Unión de Comunidades Productoras Forestales Zapotecos--Chinantecos de la Sierra Juárez, de R.I. (UZACHI), \$ 174,042 for two years; counterpart committed: \$261,744

UZACHI will work with four indigenous Chinantec and Zapotec member communities in the Sierra Juárez region of Oaxaca toward the integrated management of the local ecosystem. Its technical services and subgrants will reach two additional Chinantec communities and encourage the involvement of women and young Chinantecos. UZACHI is expected to develop as an organization capable of providing leadership to other indigenous communities. Its approach to forestry will directly benefit 2,422 Chinantecos working on 25,605 hectares of woodlands. Another 3,989 area residents will benefit from its responsible practices.

Comité de Derechos Humanos Fray Pedro Lorenzo de la Nada, A.C. (Fray Pedro), \$142,739 over three years; counterpart committed, \$186,495

Fray Pedro will train 1,500 Tzeltal residents of 90 communities in the municipality of Ocosingo to advocate for the rights of women and young people and to resolve conflict; and will encourage 200 farmers to adopt responsible agricultural practices that will generate more income and develop a more reliable food supply for the area served. Benefits will flow to some 6,000 members of the participants' families.

Alianza Fundaciones Comunitarias México, Asociación Civil (Comunalia), \$ 164,820 over two years; counterpart committed: \$133,531

Comunalia will work with the leaders, staff and boards of directors of the 17 community foundations in its network toward the design of a plan to develop as an effective advocate for its members. The C.S. Mott Foundation is co-funding the process directly involving 380 employees and board members of the participating foundations, which should benefit 15,000 Mexicans.

Centro de Formación y Capacitación para Mujeres K'inal Antsetik, A.C. (CEFOCAM), \$155,905 over two years; counterpart committed: \$185,161

CEFOCAM, an indigenous organization, will offer training in cooperativism, leadership and the rights of women, including those who identify as LGBTI, in indigenous communities in the highlands of Chiapas, Oaxaca and Guerrero. Benefits will reach 372 indigenous women and 1,500 members of their families.

Sociedad de Solidaridad Social "Los Lagos de Colores," SSS (Lago de Colores) \$257,000 over three years; counterpart committed, \$500,354

Lago de Colores will work with its 150 member families of indigenous Chuj, Tojolabal and Mam descent in four rural municipalities in Tzucaco, Chiapas, a toward the application of "agroecology," or farming practices compatible with the responsible use of the environment; the improvement of coffee production and more effective marketing of coffee, honey and vegetables. Its workshops will address concepts related to community, territory, identity and gender. The increased income and awareness should benefit 750 Mexicans of indigenous descent.

Supplemental Grants

Centro Campesino para el Desarrollo Sustentable, A.C. (CAMPESINO), \$87,299 over 18 months; counterpart committed, \$142,304

CAMPESINO will develop its cooperative to meet the increasing demand for grains cultivated using agroecological practices, will train new producers in these methods and will provide support to a committee working to include farmers in a process to certify crops as grown in compliance with these standards.

Instituto Mora, \$73,175; counterpart committed, \$51,280

Instituto Mora will work with Alianza de Fundaciones Comunitarias de México, A.C. (Comunalia), and its 17 community foundations to launch a training program and develop public awareness of the challenges facing the philanthropic sector as well as the need for a regulatory environment conducive to its effectiveness. The training and other activities for 199 representatives of the participating foundations will directly benefit the grassroots organizations that they support; 1,200 Mexicans will benefit indirectly.

Fondo de Acción Solidaria (FASOL), \$120,000; counterpart committed, \$1,180,550

FASOL will award an additional 75 subgrants of up to \$6,000 to grassroots and nongovernmental organizations involved in development and conservation and provide training in advocacy.

Finca Triunfo Verde, Sociedad Civil (FTV), \$26,244 for six months; counterpart committed, \$14,030

FTV, will invest in the protection of its coffee crop from roya, the fungal infection that decimates coffee trees.

Multi-Country

Current Portfolio

Grantee partners: 10

IAF commitment:
\$2,671,857

Counterpart commitment:
\$3,645,889

Total investment:
\$6,317,746

Areas of emphasis:
Networks, Training, inclusion of
indigenous people and women.

New Grants

Governors of St. Francis Xavier University (Coady International Institute), \$ 50,000 over one year; counterpart committed, \$127,543

The Coady International Institute will work with the IAF to design and coordinate a collaborative project for exploring key issues in citizen-led development. The Latin American researchers and practitioners involved will produce four case studies, an online platform to facilitate communication among participants, and a proposal for an ongoing collaboration.

CFLeads (CFLeads), \$50,000 over 18 months; counterpart committed: \$84,500.

CFLeads will support the initiatives of the Ad Hoc Working Group on Building Broader Communities, comprising 20 community foundations from throughout the hemisphere, which works to develop community philanthropy and encourages relationships among foundations in the United States, Canada and Latin America.



Nicaragua

Current Portfolio

Grantee partners: 11

IAF commitment:
\$3,486,801

Counterpart commitment:
\$5,256,548

Total investment:
\$8,743,349

Areas of emphasis:
Agriculture (dairy farming, organic), ecotourism, & education.

New Grants

Asociación para el Desarrollo Integral de la Mujer (APADEIM), \$ 261,270 over three years; counterpart committed, \$ 213,252

APADEIM will build on its success in reducing domestic violence and addressing sex-based discrimination in 21 communities in the municipality of El Viejo, Chinandega, by preparing 450 women for the job market and to launch their own enterprises with seed capital extended by the organization. Its work should indirectly benefit another 1,050 members of the participants' families.

Asociación de Cooperativas de Pequeños Productores de Café de Nicaragua (CAFENICA), \$291,100 over three years; counterpart committed, \$723,200

CAFENICA will offer farmers in its member organizations training, technical assistance and credit toward controlling crop diseases and mitigating the effects of climate change. The work will benefit 620 farmers and 3,100 members of their families.

Asociación Movimiento de Mujeres Nidia White, \$157,500 over three years; counterpart committed, \$218,204

Nidia White will work with 560 women in 41 Miskito communities in the municipality of Puerto Cabezas located in the Región Atlántica Autónoma Norte (RAAN). Its program includes training and related technical, psychological and legal support toward enabling the women to become financially independent and less susceptible to domestic violence and sex-based discrimination. Individuals trained to monitor incidents of abuse will channel cases to the association or public authorities, as appropriate. In addition to the women participating, 3,280 other community residents will benefit.

Supplemental Grants

Cooperativa Multisectorial de Productores de Café Orgánico Certificado Las Segovias, R. L. (Prococer), \$151,522 over three years; counterpart committed, \$237,113

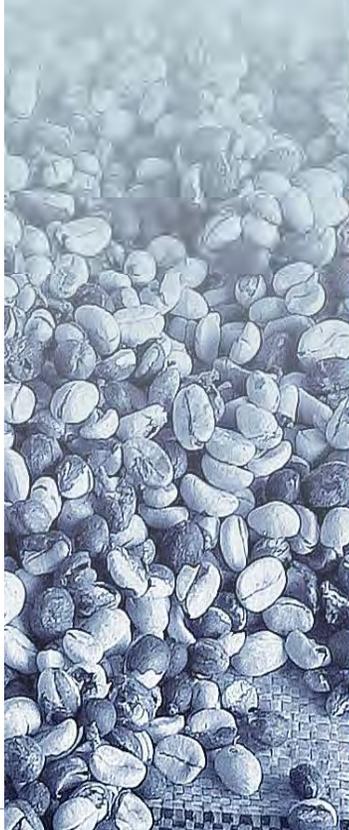
Prococer will offer 751 farmers in four municipalities of the Department of Nueva Segovia training, technical assistance, access to better infrastructure and materials toward renovating their farms using coffee varieties resistant to coffee rust. It will also develop skills in governance, administration, accounting, risk management and marketing.

Casa Alianza (CAN), \$103,000; counterpart committed, \$82,153

CAN will use its additional funding to assist residents displaced by urban renewal in Managua in adjusting to their new homes and rebuilding their businesses. It will follow these families to their current location to ensure that they continue to benefit from training in leadership, vocational training and microenterprise development; placement of young residents in jobs and internships; and support for those dealing with violence, addictions and sexual abuse.

Asociación para el Desarrollo de la Costa Atlántica Pana Pana (PANA PANA), \$150,000 over two years; counterpart committed, \$598,146

PANA PANA will work in 14 rural and peri-urban committees on the Atlantic Coast to enable residents to manage community infrastructure that provides clean water and sanitation, thereby reducing the incidence of water-borne diseases. It will train local workers in this type of construction, will mobilize funds for two aqueducts serving the Miskito population and will further practices conducive to good hygiene.



Panamá

Current Portfolio

Grantee partners: 5

IAF commitment:
\$903,640

Counterpart commitment:
\$742,487

Total investment:
\$1,646,127

Areas of emphasis:
Agriculture (organic), access to water, handicraft development, inclusion of indigenous people and women.

New Grants

Asociación Fundación de Organizaciones Campesinas e Indígenas de Veraguas (FOCIV), \$228,740 over two years; counterpart committed, \$81,560

FOCIV will assist three grassroots organizations in Veraguas with filing to become legally constituted and will train the members in agroecological practices that improve their food supply and to negotiate to obtain government services. The work is expected to benefit 546 Panamanians directly and 1,694 indirectly.

Agricultura Sostenible, Conservación y Desarrollo (ASCODE) \$48,100 over 18 months; counterpart committed, \$42,480

ASCODE will increase production and reach new markets by introducing agroecological techniques that meet the standards for the certification and will add value to crops through processing and packaging. The resulting additional income will benefit 150 members of ASCODE directly and another 500 Panamanians indirectly.



Paraguay

Current Portfolio

Grantee partners: 15

IAF commitment:
\$4,555,280

Counterpart commitment:
\$6,212,611

Total investment:
\$10,767,891

Areas of emphasis:

Agriculture, civic participation, education, enterprise development, inclusion of indigenous peoples, persons with disabilities, & women.

New Grants

Tierra Libre – Instituto Social y Ambiental (Tierra Libre–ISA), \$292,700 over three years; counterpart committed, \$275,830

Tierra Libre–ISA will work with 12 Nivacle and Manjui communities in the Rio Pilcomayo region of the Paraguayan Chaco. Its training should enable residents to exercise their rights as indigenous Paraguayans, develop their organizations, secure their food supply, access water resources and address the effects of climate change. Approximately 360 Nivacle and Manjui Paraguayans should benefit directly and another 3,200 indirectly.

Tierra Nueva Asociación Civil (TN), \$192,140 over three years; counterpart committed, \$214,710

TN will work with four associations of farmers to develop their organizations, improve production through the application of agroecological practices and boost marketing via stronger alliances with the private and public sectors. The program includes the introduction of biodigester technology to aid in the production of organic fertilizer and biofuel and the installation of irrigation systems and greenhouses. Some 250 Paraguayans should benefit directly and another 1,000 indirectly.

Asociación Sombra de Árbol (ASdeA), \$50,000 over two years; counterpart committed, \$88,420

ASdeA will provide technical assistance and training that enables two indigenous communities and a creole producer association in the Paraguayan Chaco to develop a more reliable food supply and the ability to advocate for their interests, defend their rights to their territory, practice their culture, increase awareness of their contributions to Paraguayan society, participate in local and regional networks, and organize more effectively. The work will benefit 850 Paraguayans directly and 10,500 indirectly.

Mingarã Asociación para el Desarrollo Sustentable (Mingarã), \$ 50,000 over two years, counterpart committed: \$137,500

Mingarã will offer eight organizations of indigenous artisans training and technical assistance toward improving their members' handicraft production and marketing, developing public awareness of Paraguay's indigenous heritage and creating opportunities for the growth of community tourism. It will also facilitate dialogue among artisans, civil society and the public sector on how best to take advantage of the crafts traditions to improve the quality of life of their communities. The work will benefit 320 artisans directly and another 1,600 Paraguayans indirectly.

Supplemental Grants

Centro de Educación, Capacitación y Tecnología Campesina (CECTEC), \$206,000 over two years; counterpart committed, \$260,169

CECTEC will work to strengthen the leadership and advocacy of at least three new resettlement communities for effective engagement with local authorities and will develop the organic production of a farmer association, its management and member services.

Federación de Entidades Vecinalistas del Paraguay (FEDEM), \$219,250 over 30 months counterpart committed, \$301,650

FEDEM will train more than 300 members of neighborhood associations and selected staff of 10 civil society organizations in Asunción and Villa Hayes departments so they acquire the skills necessary to monitor government for transparency in spending, policies and programs. It will open a training center and adapt its online training platform for use by community leaders.

Asociación de Productores Orgánicos (APRO), \$181,620 over two years; counterpart committed, \$620,195.

APRO will increase its sales through improvements to its processing facilities that meet government standards. It will also develop procedures for certifying its livestock as organic and work to obtain government approval of its system for application nationwide.



Peru

Current Portfolio

Grantee partners: 24

IAF commitment:
\$6,693,729

Counterpart commitment:
\$6,376,086

Total investment:
\$13,069,815

Areas of emphasis: Agriculture, civic participation, education, enterprise development, inclusion of indigenous peoples, and women.

New Grants

Asociación de Productores Agropecuarios Red de Flores Quiquijana (ASPROFLOR), \$113,000 over two years; counterpart committed: \$134,300

ASPROFLOR will help its members increase their income by diversifying and improving their production of flowers; investing in infrastructure; pooling their production to sell in volume; and reaching new markets. More than 100 Peruvians from four communities in the district of Quiquijana, Cusco Region, will benefit directly and another 190 indirectly.

Asociación de Mujeres Emprendedoras de Buenos Aires (ASDEME), \$105,500 over two years; counterpart committed, \$33,000

ASDEME will invest in expanding its enterprise's niche in the market by developing the business skills of the 50 women members who hand-craft fine chocolates from cocoa grown locally in the district of Buenos Aires, Piura. The women's income should increase and another 100 Peruvians should benefit indirectly.

Asociación Peruana Mujer y Familia (APMF), \$50,000 over one year; counterpart committed, \$25,000

APMF will train 100 women who will form a Network of Leaders that will conduct campaigns on the prevention of violence against women and sexual harassment and will refer victims to community and public resources. The trainees will work door-to-door and through street theater, print media and radio. The benefits of the project are expected to reach 10,000 Peruvians in the district of San Juan de Lurigancho.

Asociación Promoción de la Gestión Rural Económica y Social (PROGRESO), \$350,500 over three years; counterpart committed: \$348,800

PROGRESO will help 378 producers from two associations from the Piura Region increase their income by improving their production of organically grown bananas and their sales to the export market. Training and technical assistance will enable the farmers to develop their associations, qualify for certification of their bananas as Fairtrade and organic, invest in irrigation systems and processing facilities, and access public funds.

Cooperativa Agraria APPBOSA-Asociación de Pequeños Productores de Banano Orgánico Samán y Anexos (APPBOSA), \$310,000 over three years; counterpart committed, \$725,000

APPBOSA will help 500 farmers and 320 staff members and plant workers from the Sullana province of Piura increase their production and export of bananas by developing their technical and marketing skills as well as its own. The fruit, which is certified as Fairtrade and organic, already commands a premium and the increase in sales volume should be reflected in the producers' household income and well-being. An additional 17,200 Peruvians will benefit indirectly.

Supplemental Grants

Centro de Investigación y Promoción Social, CIPS-Sara Lafosse (CIPS), \$150,000; counterpart committed, \$63,450

CIPS will incorporate new groups, services and activities and further develop the production and marketing skills of the dairy farmers, fishers and organizers of ecotourism that comprise its member associations.

Urku Estudios Amazónicos (Urku), \$121,400; counterpart committed, \$109,607

Urku will provide local indigenous communities additional services, training and education related to its goal of furthering economic development that emphasizes conservation, cultural diversity and social justice.

Centro de Estudios, Desarrollo y Acción Social (CEDAS), \$126,077; counterpart committed, \$44,51

CEDAS will expand services to four associations of dairy farmers in 14 communities in the province of Contumazá toward improving their output, processing and delivery of milk and dairy products.



Uruguay

Current Portfolio

Grantee partners: 2

IAF commitment:
\$604,872

Counterpart commitment:
\$888,626

Total investment:
\$1,493,498

Areas of emphasis:
Agriculture, community tourism, corporate social responsibility, women's enterprises, education and training.

New Grants

Centro de Estudios e Investigaciones Afro-Mundo Afro Organizaciones (Mundo Afro), \$49,000 over 18 months; counterpart committed, \$93,900

Mundo Afro and its partners, including former IAF grantee Fundación Defensores del Chaco of Argentina, will use sports leagues and educational and cultural activities to further civic participation and tolerance among marginalized young Afro-Uruguayans in larger cities of Uruguay. The program includes outdoor events and performances by neighborhood musicians, dancers and actors. The work will benefit 2,500 young Afro-Uruguayans directly and another 8,000 indirectly.

Supplemental Grants

Centro de Promoción por la Dignidad Humana (CEPRODIH), \$155,972 over two years and six months; counterpart committed, \$218,593.

CEPRODIH will train another 400 men and women in the skills necessary to the success of their businesses and will help a network of women microentrepreneurs become self-sufficient.





OFFICE OF INSPECTOR GENERAL

AUDIT OF INTER-AMERICAN FOUNDATION ACTIVITIES IN BRAZIL AND EL SALVADOR

AUDIT REPORT NO. 1-IAF-16-002-P
NOVEMBER 9, 2015

SAN SALVADOR, EL SALVADOR



Office of Inspector General

November 9, 2015

Mr. Robert N. Kaplan
President and CEO
Inter-American Foundation
1331 Pennsylvania Ave., NW
Suite 1200 North
Washington, DC 20004

Dear Mr. Kaplan,

This letter transmits our final report, *Audit of Inter-American Foundation Activities in Brazil and El Salvador*. In finalizing this report, we carefully considered your comments on the draft report and adjusted the final report text where appropriate. We have included your comments in their entirety in Appendix II.

The report contains five recommendations for your action. Having reviewed your comments, we acknowledge management decisions on all the recommendations. We ask that your audit committee notify us on completion of the proposed corrective actions.

I appreciate the cooperation and courtesy extended to my staff during this audit.

Sincerely,

Jon Chasson
Regional Inspector General, San Salvador
USAID Office of Inspector General

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Abbreviations	
The following abbreviations appear in this report:	
CASA	Centro de Apoio Sócio-Ambiental
CORDES	Asociación Fundacion para la Cooperación y el Desarrollo Comunal de El Salvador
FUPEC	Fundación para la Educación Social, Económico y Cultural
GAO	Government Accountability Office
IAB	Instituto Arcor Brasil
IAF	Inter-American Foundation
OIG	Office of Inspector General
OMB	Office of Management and Budget

SUMMARY OF RESULTS

The Inter-American Foundation (IAF) is an independent government corporation established in 1969 by the U.S. Congress to assist the poor in Latin America and the Caribbean. As outlined in the Foreign Assistance Act, IAF's mission is to:

1. Strengthen the bonds of friendship and understanding among the peoples of this hemisphere.
2. Support self-help efforts for individual development.
3. Stimulate wider participation in the development process.
4. Encourage the establishment and growth of democratic institutions, both private and governmental.

To achieve its mission, IAF funds grassroots development in Latin America and the Caribbean through project grants. IAF selects proposals to fund based on various factors, such as whether a project presents an innovative approach, gives the community a voice in its project, and the extent to which the grantee contributes its own resources toward the project. Grants are usually valued at between \$25,000 and \$400,000 and last from 2 to 3 years, though they can be modified to add additional time and funds. According to IAF, community groups take the lead in designing, implementing, and sharing the costs of their projects, increasing the likelihood that project impacts will be sustainable. These grants are designed to provide both tangible benefits, such as increases in income and employment, and intangible benefits, such as improved self-esteem and attitude.

In fiscal year 2014, IAF had a portfolio of 268 grants valued at \$66 million¹ managed by 38 employees and supported by contractors in 20 assisted countries. Foundation representatives in IAF's Washington, D.C., office oversee country portfolios. Supporting each representative are three in-country or regional contractors: (1) a local liaison, (2) a data verifier, and (3) an auditor. These contractors are the "eyes and ears" for IAF in the country and support the foundation representative to help ensure that the grantees receive necessary support, the project is being monitored and data supported, and financial audits are performed.

This audit focused on six grants in Brazil and El Salvador. These grants, with a combined value of \$2.3 million, covered a diverse range of activities supported by IAF, including small grants for social development, environmental conservation, income-generating activities, and support for legal promoters in Brazil. Table 1 shows the projects audited.

¹ This amount does not include \$98 million that grantees have committed to contribute to their grants.

Table 1. Grantees in Brazil and El Salvador (Audited)

Country	Grantee Name	Start/End Dates	Area	Grant Value*
Brazil	Centro de Apoio Sócio-Ambiental (CASA)	9/2009-3/2015	Environment	\$444,745
	Geledés Instituto da Mulher Negra (Geledés)	9/2012-3/2016	Legal assistance	\$161,500
	Instituto Arcor Brasil (IAB)	9/2012-9/2015	Corporate social investment	\$188,000
El Salvador	Fundación para la Educación Social, Económico y Cultural (FUPEC)	8/2011-2/2016	Income-generating subgrants	\$541,485
	Sociedad Cooperativa Marías Noventa y Tres (MARÍAS 93)	8/2008-2/2016	Coffee production	\$443,096
	Asociación Pro-Búsqueda de Niñas y Niños Desaparecidos (Pro-Búsqueda)	6/2010-12/2015	Food security/economic opportunities	\$504,715

* This amount represents IAF's financial contribution to the projects.

The purpose of this audit was to determine whether selected IAF grantees in Brazil and El Salvador were meeting their individual objectives. Specifically, we sought to determine if they were on track to improve environmental conservation, social development, and increased employment, income, and food security—and were meeting their shared objective to improve self-esteem and attitude.

Four of the six selected grantees were generally on track:

- CASA was to issue about 40 small grants (less than \$5,000) to support social development and environmental conservation in Brazil. The project planned to facilitate participation by grassroots organizations in these areas. As of December 2014, it had awarded 45. Multiple grants went to the Kilombola, descendants of Afro-Brazilian slaves, to support productive activities that allowed them to stay in their communities instead of migrating to cities. Another grant went to Rejuma, a youth network; we met with members who received a small subgrant from CASA to attend an environmental conference in Rio de Janeiro.
- IAB was set up to support corporate philanthropy in Brazil by funding local development projects. We met with representatives of 2 of IAB's 11 projects, Teia and Fala Comunidade, which received funding from a network of corporations and IAF. Both projects were supporting community activities such as sports programs for children and lectures on topics such as early pregnancy and domestic violence. During site visits, members at Teia praised the project, noting that it had helped beneficiaries make and sell products to become self-sufficient.

- FUPEC has worked with Salvadoran communities in the United States to fund income-generating activities in El Salvador. As of November 2014, the project had awarded 13 subgrants, valued at \$282,000, including funds from IAF and FUPEC. The audit team met with representatives of three subgrantees that were supporting income-generating activities; two were primarily helping youth, and the third was helping women. These subgrants, valued at \$42,000, allowed the organizations to start and expand businesses selling wooden furniture, tomatoes, and shampoo.
- Pro-Búsqueda's main goal was to improve food security, economic opportunities, and the quality of life for young families in El Salvador. According to beneficiaries, Pro-Búsqueda had made progress. Beneficiaries appreciated the support they had received to grow crops for themselves and for sale, which improved their food security and income levels.

Two of the six organizations—Geledés and MARÍAS 93—had setbacks, but had taken steps to overcome them.

- For Geledés, the main goal of the IAF grant was to train 120 Afro-Brazilian women to educate marginalized communities about their legal rights, increase awareness of health and domestic violence issues, and improve capacity to pursue legal action. Geledés planned to train 60 women by September 30, 2014—2 years into the 3.5-year project. While 79 women enrolled, only 32 attended at least 81 percent of the training. Geledés officials said some women dropped out because the training was on Saturdays, and they had trouble finding childcare. Officials also attributed delays to challenges they had opening a bank account, finding appropriate space for training, and identifying targeted Afro-Brazilian women to train in northern São Paulo, an area Geledés had not worked in before. To address these delays, Geledés requested, and IAF approved, an extension, allowing Geledés additional time to meet the training goals.
- Although MARÍAS 93's primary goal was to increase incomes for coffee farmers in the cooperative, production and income levels declined because of coffee rust. A fungus that cuts off nutrients to the crop, coffee rust caused coffee production to plummet throughout Central America. To address the challenges with coffee rust, MARÍAS 93 tried to help members find alternative sources of income—for example, by using IAF funds to buy equipment to turn waste from coffee processing into organic fertilizer for use and resale; and by helping cooperative members grow other crops, such as cocoa and fruits. All of these steps have helped the cooperative offset the effects of coffee rust.

In general, all grantees selected produced positive intangible aspects. During site visits, project beneficiaries spoke positively about the support they received and talked about how IAF funding had improved their lives. For example, multiple beneficiaries of the Geledés project said they had a better understanding of their legal rights and felt a sense of belonging because of the training they received. Their comments reflect what we observed throughout visits in Brazil and El Salvador and illustrate that for the selected grantees, IAF's support has directly led to improvements in self-esteem in the targeted communities.

Despite the accomplishments noted above, the audit identified areas for improvement.

- Grantees' varying contributions posed sustainability risks (page 5). In the case of the two grantees audited, IAF was contributing the majority of resources to projects.

- El Salvador grantees had incomplete documentation to support reported results (page 7). In two cases, grantees provided partial documentation, while in one case the grantee did not provide any.
- Some IAF policies do not comply with federal requirements (page 8). Specifically, policies related to accounting for salary expense, internal controls, and compliance terms for subgrantees fall short of requirements.
- Some grantees' financial management systems did not meet requirements (page 9). Grantees did not understand requirements, and that led to noncompliance with accounting and procurement provisions.
- IAF did not report matters to USAID's Office of Inspector General (page 10). IAF did not have a clear policy requiring appropriate reporting of crimes (including fraud), waste, and abuse.

To address these issues, we recommend that IAF:

1. Assess and document how selected grantees in El Salvador could contribute greater resources to their grants to maximize chances for sustainability (page 7).
2. Train selected grantees on their responsibilities for properly reporting and retaining supporting documentation (page 7).
3. Assess the Office of Management and Budget requirements and incorporate all those that are cost-effective for grantees (page 9).
4. Train selected grantees in Brazil and El Salvador on compliance requirements (page 9).
5. Modify its internal policies to require appropriate reporting of crimes (including fraud), waste, and abuse to the USAID Office of Inspector General (page 10).

Detailed findings appear in the following section, and Appendix I describes the audit scope and methodology. Our evaluation of management comments appears on page 11, and the full text of management comments appears in Appendix II.

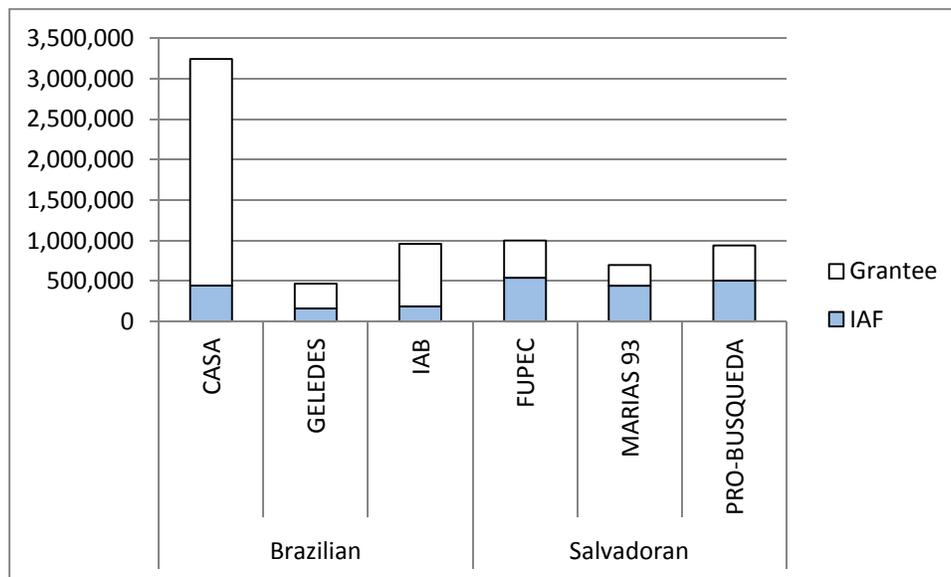
AUDIT FINDINGS

Grantees' Varying Contributions Posed Sustainability Risks

One of IAF's strategic goals relates to increasing awareness for, and drawing resources to, grassroots development. A performance metric for measuring this goal is the total amount, both cash and in-kind, contributed by grantees. According to IAF's Operations Manual, an important factor in deciding whether to fund a project relates to whether the grantee can "show major counterpart contributions." IAF's 2014 annual performance report notes that the foundation engages partners to "channel greater and more sustainable flows of financial support to strong projects throughout the region." Further, IAF officials said they have a role in encouraging their grantees to seek out additional support for their activities.

In fiscal year 2013, grantees committed \$16.6 million dollars to their projects, below the goal set by IAF. The average contribution for all IAF grantees was about \$1.30 for each \$1.00 of IAF funding they received. However, the amount varied by country. In Brazil, grantees on average contributed about \$2.00 for every \$1.00 from IAF, while in El Salvador the average amount was \$0.82. The figure below shows the contributions that the six grantees were expected to make toward their respective projects relative to the amounts they received from IAF.

Contributions Expected From Grantees and IAF (Unaudited)



* The grantee amount includes contributions the grantee can attract from other sources.

As the figure demonstrates, the selected grantees in Brazil were going to contribute substantially more to their projects than IAF was, while the opposite was true in El Salvador. The difference in counterpart contributions between countries raises concerns about the long-term sustainability of the Salvadoran projects.

For example, in a February 2013 amendment to the Pro-Búsqueda grant, IAF added \$256,085 for the organization to expand its work to improve livelihoods in rural communities. As part of the amendment, IAF considered sustainability, noting that Pro-Búsqueda had been “introspective” and had “participated actively in IAF portfolio meetings and exchanges [about sustainability].” However, the audit found that sustainability risks persisted. Pro-Búsqueda planned to contribute 50 percent of the salary expenses for the grant and 60 percent of the fuel and maintenance expenses, but during a meeting with the audit team, officials at Pro-Búsqueda said they did not have a plan to cover recurring expenses at the conclusion of the IAF grant.

In the case of MARÍAS 93, IAF amended its grant in January 2014 to add \$130,000 and noted that the organization “recognizes that they can do more and need to improve project and financial administration skills.” However, MARÍAS 93 planned to contribute less than 40 percent of its own resources to its project, and the audit found that management at MARÍAS 93 was not knowledgeable about their accounting and procurement systems despite efforts to transfer this knowledge to the organization.

In addition to the six grants, auditors selected two completed grants in El Salvador to examine their sustainability (Table 2).

Table 2. Selected Completed Grants in El Salvador (Audited)

Grantee Name	Start and End Dates	Goal	Grant Value
Asociación Fundación para la Cooperación y el Desarrollo Comunal de El Salvador (CORDES)	9/2006-3/2010	To increase incomes of 500 milk producers through improved quality management, processing, and marketing	\$489,059
Asociación Local Mangle para la Prevención de Desastres y el Desarrollo en el Bajo Lempa-Bahía de Jiquilisco (Asociación Mangle)	9/2005-9/2010	To help 125 low-income families diversify their agriculture in order to increase their income and improve nutrition	\$510,250

While both projects continued after IAF funding ceased, one had trouble with sustainability.

- Some members of CORDES had left the dairy cooperative that the IAF grant project supported and sold their cows instead of producing milk. The cooperative had also sold an IAF-funded tractor to fund other operations. The cooperative members attributed problems to challenges selling milk in the competitive dairy markets in El Salvador.
- Many of Asociación Mangle’s agricultural production and nutrition activities were still functioning, such as a factory used to produce and sell cashews. In addition, agricultural techniques IAF had helped with—such as crop rotation, irrigation, and the application of organic fertilizer—were still in use.

While IAF has stated that they have a role in engaging their grantees to contribute greater resources to their respective projects, the audit found that IAF did not adequately assess ways to do this. In our opinion, inadequate grantee contributions during project implementation can

lead to sustainability problems after IAF support ends. To correct this situation, we make the following recommendation.

Recommendation 1. We recommend that the Inter-American Foundation assess and document how selected grantees in El Salvador could contribute greater resources to their grants to maximize chances for sustainability.

El Salvador Grantees Had Incomplete Documentation

The Government Accountability Office's (GAO's) *Standards for Internal Control in the Federal Government* discusses the importance of maintaining supporting documentation and keeping it readily available for examination.

Contrary to this standard, the three El Salvador grantees could not provide support for their reported results.

- Pro-Búsqueda officials said that because a fire destroyed project documentation, they were unable to provide support for income levels or jobs created.
- MARÍAS 93 officials had some documentation, but it was not organized, and they could not give auditors timely supporting schedules for income levels. Three months after its site visit, MARÍAS 93 provided documentation that partially supported reported results.
- FUPEC tracked the income of four beneficiaries. They filled out a form attesting to their income levels and explaining how the project had affected their income. However, for other beneficiaries, FUPEC could provide only partial support for the income levels it reported to IAF.

These problems occurred because IAF grantees are not required to adhere to the GAO standards. While IAF's data verifiers do provide training to grantees, they have not been trained to maintain supporting documentation that meets the GAO standards. IAF requires its in-country data verifier to visit grantees twice a year and check the accuracy of reported results. The data verifier said many of the beneficiaries did not have systems in place to maintain documentation to support changes in income levels.

With grantees not retaining complete, organized records to support results, IAF has limited assurance that grantees are building the necessary capacity to gather and report accurate data. Because GAO's standards are best practices that are appropriate for all recipients of U.S. Government funds, we make the following recommendation.

Recommendation 2. We recommend that the Inter-American Foundation develop a plan to train selected grantees on their responsibilities for properly reporting and retaining supporting documentation for reported results.

OTHER MATTERS

Some Foundation Policies Do Not Comply With Federal Requirements

The Office of Management and Budget's (OMB's) *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* details accounting and internal control requirements for recipients of U.S. Government grants. However, IAF developed a Financial Management Guide that included only some of these requirements. IAF's policies are substantially different from OMB's in three areas: (1) salary expenses, (2) internal controls, and (3) the "roll down" of grant provisions to subgrantees, described in detail below.

Salary Expenses. OMB requires that salary expenses be based on the actual time the employee spends on the activity, but IAF did not have such a requirement.

In response to our questions regarding the approach grantees used to calculate salary expenses, IAF officials stated, "While our in-country auditors have specific audit steps to determine the reasonableness of the amount of salary and benefits included in payrolls charged to grants, they are not uniformly verifying that the grantees maintain the type of timekeeping system described by [OMB Circular A-122]." The officials explained that requiring grantees to maintain such a system would not be cost-effective. However, without one, there is increased risk that grantees could charge IAF for salary expenses supporting activities outside the scope of the grant.

Internal Controls. Whereas IAF's guidance gives examples of best practices—maintaining supporting documentation for expenditures, performing cash account reconciliations, and having systems for supervisory review—OMB requires controls to ensure compliance with federal statutes, regulations, and GAO's *Standards for Internal Control in the Federal Government*. The latter outlines controls for safeguarding vulnerable assets, segregating duties, and monitoring performance. Had IAF grantees implemented these controls, many of the noncompliance findings could have been avoided. For example, the loss of project documentation at Pro-Búsqueda could have been avoided had the organization maintained electronic versions and put in place a disaster recovery system.

Subgrants. Finally, whereas IAF allows grantees to determine whether terms should apply or "roll down" to subgrantees, OMB requires grantees to include applicable provisions in subgrants, like those made by CASA, FUPEC, and IAB. Doing so ensures that subgrantees comply with all required provisions even if there is no direct relationship between them and IAF. In some cases, however, required provisions were not included in subgrants. In response to questions about this, IAF officials said it would not be cost-effective to require that all subgrants be subject to all the terms of the direct grant. However, this practice deviates from OMB requirements and adds risk. For example, subgrantees might not follow IAF's requirement that grantees maintain a separate bank account for IAF funds. If that happened, IAF funds might be comingled with those from other sources and used for unintended purposes.

To bridge the differences between IAF policies and OMB requirements, which provide accountability for U.S. funds, IAF needs to strengthen controls and procedures both internally and for grantees. We therefore make the following recommendation.

Recommendation 3. *We recommend that the Inter-American Foundation assess the Office of Management and Budget requirements and incorporate all those that are cost-effective for its grantees.*

Some Grantees' Financial Management Systems Did Not Meet Requirements

IAF requires grantees to have systems to ensure proper accounting for costs and internal controls. These requirements are incorporated in the IAF grant agreements and are described in IAF's Financial Management Guide. Each grantee is subject to audits that test both internal controls and compliance with certain grant requirements.

These audits have disclosed multiple noncompliance findings for some of the selected grantees, especially early in their grants. The following are examples of noncompliance issues noted by the IAF auditors for the selected projects:

- Two grantees did not maintain accounting records or account for costs properly.
- One grantee borrowed \$15,000 from its IAF bank account to pay for another project's costs.
- Two grantees got fewer than three quotes before making a purchase.

Our audit found two other examples of noncompliance related to the purchase of vehicles at MARÍAS 93 and Pro-Búsqueda.

- Officials with MARÍAS 93 said they got only two quotes instead of three, as required by IAF's Financial Management Guide. Asked why, MARÍAS 93 officials said the two quotes they received were "the best," and they did not seek a third.
- Pro-Búsqueda officials said they could not provide us supporting documentation for the procurement of their vehicle because the documentation was destroyed in a fire.²

While most of these noncompliance issues were eventually resolved, in one case it took years. In other cases, subsequent reports highlighted additional weaknesses. These examples show that, in some cases, IAF's grantees did not have the capacity to comply with, nor did they have a complete understanding of, the requirements. IAF officials noted that to inform the grantees of their compliance requirements, they perform an orientation visit along with the three in-country contractors. However, as the examples of noncompliance above demonstrate, this orientation visit is not sufficient for some of the grantees, and IAF needs to do more to ensure grantees can manage the requirements of using U.S. funds.

Unless IAF takes action, grantees may continue to expend funds without ensuring full competition or maintaining adequate records to support the expenses. Besides increasing the risks of mismanagement of funds, grantees may not build their financial and managerial capacity and attract funding from other donors. To help grantees comply with their IAF grants, we make the following recommendation.

Recommendation 4. *We recommend that the Inter-American Foundation train selected grantees in Brazil and El Salvador on compliance requirements.*

² For Pro-Búsqueda, IAF officials provided documentation from the in-country auditor supporting the purchase of the vehicle.

Foundation Did Not Report Matters to USAID's Office of Inspector General

USAID's Office of Inspector General (OIG) has statutory authority to audit and investigate IAF programs and operations worldwide. In 1999, Congress amended the Inspector General Act to give OIG oversight authority over IAF. The amendment gave OIG the responsibility to "supervise, direct, and control audit and investigative activities relating to programs and operations within the [IAF]." Further, as outlined in U.S. statute³ and to facilitate the OIG's investigative responsibilities, IAF has a duty to report crimes of all kinds as well as fraud, waste, and abuse to the Department of Justice or the appropriate Inspector General.⁴ Accordingly, IAF works with OIG to facilitate fraud prevention briefings for its grantees.

During the audit, IAF gave us a list of three grantees that had material findings referred to IAF's Grant Oversight Committee. IAF's auditors noted that one grantee could not support costs of about \$70,000 and another was not obtaining bids before making "major purchases." While these matters were referred to IAF's internal oversight committee to adjudicate, they should also have been reported to OIG.

In another example, we were notified of a suspected arson at Pro-Búsqueda in 2013 that resulted in damage to equipment purchased by IAF, loss of project documentation, and delays in implementation of the grant. IAF officials said they informed the U.S. Embassy in San Salvador and local law enforcement of the suspected arson. However, IAF did not report it to OIG. Pro-Búsqueda officials said no arrests had been made in the arson case.

According to IAF officials, while they publicize to staff and grantees the option of reporting fraud or misuse of funds to OIG, IAF did not have clear and specific guidance that required such reporting.

If IAF implemented a reporting policy, staff would know to bring crimes (including fraud), waste, and abuse to OIG's attention. Furthermore, if IAF increased cooperation with OIG concerning suspected fraud and misuse of funds, OIG could incorporate helpful, targeted examples in the fraud prevention training it gives IAF grantees. Therefore, we make the following recommendation.

Recommendation 5. *We recommend that the Inter-American Foundation modify its internal policies to require appropriate reporting of crimes (including fraud), waste, and abuse to the USAID Office of Inspector General.*

³ "Investigation of crimes involving Government officers and employees; limitations," 28 U.S.C. 535.

⁴ The Department of Justice has indicated a preference for reporting such matters directly to the respective inspectors general.

EVALUATION OF MANAGEMENT COMMENTS

In its comments on the draft report, IAF officials partially agreed with Recommendation 1, disagreed with Recommendation 2, and agreed with Recommendations 3, 4 and 5. We acknowledge management decisions on all five recommendations. Our evaluation of management comments is below.

Recommendation 1. IAF officials disagreed that grantee contributions in El Salvador were low and that there is a relationship between counterpart contributions and the sustainability of projects. They agreed, however, to review El Salvador counterparts' contributions to see if current practices need to be changed. Officials planned to complete the review by August 23, 2016. We acknowledge IAF's management decision.

Recommendation 2. Citing OMB Circular A-110, IAF officials stated they did not consider GAO's *Standards for Internal Control in the Federal Government* applicable to their grantees. Nonetheless, they agreed to assess the applicability of records retention requirements from OMB Circular A-110 and incorporate applicable requirements into grant agreements. In subsequent correspondence, IAF officials said they planned to do this by September 30, 2016.

We note that A-110, Subpart C, Section 53(b) states: "Financial records, supporting documents, statistical records, and all other records pertinent to an award shall be retained for a period of three years." Further, we note that the same section gives Inspectors General "the right of timely and unrestricted access to" documents and records as part of audits. Still, we changed the wording in the finding to clarify that GAO's standards are best practices that help ensure accountability by IAF grantees for U.S. Government funds. We acknowledge IAF's management decision.

Recommendation 3. IAF officials agreed to assess OMB requirements and incorporate those that are cost-effective for grantees. IAF officials planned to complete this assessment by March 1, 2016, and incorporate applicable requirements by September 30, 2016. We acknowledge IAF's management decision.

Recommendation 4. IAF officials agreed to train the selected grantees in Brazil and El Salvador on compliance requirements at the next all-grantee conferences in those countries, which IAF plans to hold by March 31, 2016. We acknowledge IAF's management decision.

Recommendation 5. IAF officials agreed to modify internal policies by March 1, 2016, to require appropriate reporting of crimes (including fraud), waste, and abuse to the USAID Office of Inspector General. We acknowledge IAF's management decision.

SCOPE AND METHODOLOGY

Scope

The Regional Inspector General/San Salvador conducted this performance audit in accordance with generally accepted government auditing standards. They require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions in accordance with our audit objective. We believe the evidence obtained provides that reasonable basis.

The purpose of this audit was to determine whether selected IAF grantees in Brazil and El Salvador were meeting their objectives. Specifically, we sought to determine if they were on track to improve—environmental conservation, social development, and increased employment, income, and food security—and were meeting their shared objective to improve self-esteem and attitude. To make that determination, we reviewed eight grants in Brazil and El Salvador, six active, valued at \$2.3 million, and two that were completed, valued at \$1.0 million. IAF's grant portfolio worldwide in fiscal year 2014 was \$66 million. We chose Brazil and El Salvador for the focus of this audit because they were among the largest recipients of IAF funds: in fiscal year 2014, IAF's grant portfolio in Brazil was \$6.8 million, and in El Salvador, \$4.6 million. In addition, our office is in El Salvador, allowing for more efficient use of resources.

These eight grants covered various activities supported by IAF, including training legal promoters, supporting subgrants, and promoting income-generating activities such as coffee and milk production. The audit covered activities for the selected grants from their inception through December 2014. We reviewed applicable laws and regulations as well as IAF policies and procedures pertaining to the grants.

In planning and performing the audit, we assessed controls that IAF used to manage grants to determine whether IAF provided adequate oversight. We reviewed IAF's annual performance report, award documents and amendments for the eight grants audited, activity reports, prior financial audit reports, in-country contractor reports, and IAF trip reports.

We conducted fieldwork from November 24, 2014, through February 19, 2015, and conducted site visits in Brazil and El Salvador where activities supported by IAF grants were being implemented. We interviewed IAF staff, officials of the eight grantees, in-country contractors, and beneficiaries. In addition, we reviewed documentation maintained at IAF and grantees' offices in Brazil and El Salvador.

Methodology

To answer the audit objective, we evaluated IAF's management and oversight of grants and in-country contractors, as well as the effectiveness of the activities. We reviewed program documentation, including the grant agreements and subawards, progress reports, and IAF trip reports, and corroborated information through site visits and interviews. We met with officials from IAF, contractors, and grantees.

To determine the progress made toward accomplishing the goals of the project, we relied in part on computer-processed data contained in progress reports prepared by the grantees. We

assessed the reliability of data by judgmentally selecting indicators that best measured progress toward the goals of the respective projects, such as changes in income levels, subgrants awarded, and the number of people trained. In addition to tracing the selected results to supporting documentation, we conducted interviews and site visits to gather support to answer the audit objective. Our review of system controls and the results of data tests showed an error rate that casts doubt on the data's validity. However, since we were able to corroborate these data with other evidence, we believe the opinions, conclusions, and recommendations in the report are valid.

Through these interviews and the review of program documentation, we obtained an understanding of (1) the project goals, (2) how baselines, indicators, and targets were established to measure progress, (3) how IAF verifies the quality of the data that grantees reported, (4) how IAF monitors activities, and (5) whether IAF staff were aware of any allegations of fraud or other potential illegal acts or noncompliance with laws, regulations, and agreement terms.

We reviewed and tested procedures to monitor and confirm the accuracy of the program's reported results.

Because many documents for IAF grantees in Brazil are in Portuguese, we hired an expert to translate documents to English. During site visits there, we hired an interpreter to assist with translation.

We judgmentally selected and visited eight grantees in Brazil and El Salvador. In Brazil, we chose São Paulo in order to visit the three grantees and allow the in-country liaison, data verifier, and auditor to meet us there. In El Salvador, we chose the grantees based on dollar amounts and geographic location; we also sought to include grants that were representative of IAF's activities in the country. We conducted these field visits to validate reported results to the extent possible. Because the testing and site selections were based on judgmental samples, the results and conclusions are limited to the items and areas tested. We believe our testing was sufficient to support the audit's findings.

MANAGEMENT COMMENTS



Inter-American Foundation

An Independent Agency of the U.S. Government

Jon Chasson
Regional Inspector General
San Salvador
USAID
Office of Inspector General

August 24, 2015

Dear Mr. Chasson:

The IAF is pleased to submit its responses to the two findings and five recommendations of the performance audit of selected IAF activities in Brazil and El Salvador conducted by your office.

Finding 1. Low Grantee Contributions in El Salvador Put Sustainability at Risk.

Recommendation 1. We recommend that the Inter-American Foundation assess and document how selected grantees in El Salvador could contribute greater resources to their grants to maximize chances for sustainability.

Regarding the Finding. The IAF systematically incorporates project sustainability, including financial sustainability and counterpart commitment of resources, into its review and selection of grant proposals; its management and monitoring of projects; and its evaluation of the performance of those projects over time. The OIG Report recognizes that the IAF's grantee partners in El Salvador mobilize and commit almost \$1 of non-IAF funds to their projects for every \$1 from the IAF. Surprisingly, however, it then characterizes such contributions as "low," when in our experience it is actually much higher than the percentage expected by other international donors.

The OIG Report also asserts that this "low" rate of counterpart contributions by El Salvador grantee partners puts the sustainability of their projects "at risk." The IAF is not aware of any research, and the OIG Report cites none, establishing that counterpart commitments below a given level lead to a decrease in long term project sustainability, and it is certainly not possible to infer such a causal connection from the few anecdotes in the OIG Report. Indeed, many IAF grants are deliberately crafted to provide an initial injection of financial support to help the organization develop the capacities it needs to sustain the project after the grant; often grant-supported salaries are for short-term personnel who work themselves out of a job, leaving the community with the capacity to carry on without them. In these cases, the grantee partner will not need to sustain the salary expense after the grant, yet, according to the OIG Report, such

arrangements would put the long-term sustainability of the project at risk. In sum, this Finding is neither factually nor logically sound. In addition, it is incorrectly classified as a “Finding” because it does not represent a violation of any objective standard, law, regulation, or other applicable directive.

Regarding the Recommendation. The IAF partially concurs with this recommendation. The IAF agrees that it will review its experience with counterpart contributions in El Salvador within one year and consider whether any change in current practice is warranted.

Finding 2. El Salvador Grantees Had Incomplete Documentation.

Recommendation 2. We recommend that the Inter-American Foundation develop a plan to train selected grantees on their responsibilities for properly reporting and retaining supporting documentation for reported results.

Regarding the Finding. This issue relates to the documentation maintained by grantee partners to support their project results, which, as the OIG Report acknowledges, are independently verified twice per year during the Grant Period by data verifiers contracted by the IAF. Unfortunately, the OIG Report unfairly criticizes a human rights organization in El Salvador, Pro-Busqueda, for not being able to provide the requested records—despite the fact that Pro-Busqueda explained to OIG auditors that the records had been destroyed in a fire, which had been promptly reported as a suspected arson to local authorities and to the U.S. Embassy. The OIG Report also unfairly criticizes other grantee partners because the records they produced were “not organized” to the OIG’s satisfaction; because the records were provided to the OIG only after it conducted its visit; and because the records reflected a sample size that OIG apparently believed was too small. The IAF believes these are subjective and flawed judgments regarding what level of documentation is appropriate under the circumstances, and that this issue is incorrectly classified as a “Finding” because it does not represent a violation of any objective standard, law, regulation, or other applicable directive.

The OIG Report claims that these grantee partners failed to maintain records in accordance with the Government Accountability Office’s Standards for Internal Control in the Federal Government (the “Green Book”), which the OIG asserts apply “to all recipients of U.S. Government funds.” Yet, as the Green Book itself states, it establishes only “the standards for internal control in the federal government.” GAO-14-704G, Federal Internal Control Standards, at 7 (emphasis added). Although nonfederal entities “may” use it as a “framework,” *Green Book* at 7-8, whether they choose to do so is clearly optional. *See also Green Book* at 20 (non-profits “may” choose to adopt the framework).

In fact, contrary to the OIG’s claim that the IAF’s grantee partners must comply with the Green Book standards, Office of Management and Budget Circular A-110 Section 53 states: “This section sets forth requirements for record retention and access to records for awards to recipients. Federal awarding agencies shall not impose any other record retention or access requirements upon recipients.” OMB A-110 Section 53(a) (emphasis added).

Regarding the Recommendation. Although the IAF already adequately trains its grantee partners on their record retention responsibilities, it agrees to assess the applicability of any records

retention requirements from this OMB Circular and incorporate any applicable requirements into its Grant Agreements as part of the IAF's response to Recommendation 3.

Recommendation 3. We recommend that the Inter-American Foundation assess the Office of Management and Budget requirements and incorporate all those that are cost-effective for its grantees.

The IAF concurs. It will complete its assessment by March 1, 2016, and incorporate requirements, if applicable, by September 30, 2016.

Recommendation 4. We recommend that the Inter-American Foundation train selected grantees in Brazil and El Salvador on compliance requirements.

The IAF concurs and will provide training on compliance requirements during the next all-grantee conferences in Brazil and El Salvador.

Recommendation 5. We recommend that the Inter-American Foundation modify its internal policies to require appropriate reporting of crimes, fraud, waste, and abuse to the USAID Office of Inspector General.

The IAF concurs and will issue an amended policy by March 1, 2016.

Sincerely,

/Robert N. Kaplan/

Robert N. Kaplan
President and CEO

**U.S. Agency for International Development
Office of Inspector General**

1300 Pennsylvania Avenue, NW

Washington, DC 20523

Tel: 202-712-1150

Fax: 202-216-3047

<http://oig.usaid.gov>

Audit Task No. 11100815

INTER-AMERICAN FOUNDATION

HELPING COMMUNITIES THRIVE

2016 IN REVIEW





REFLECTIONS ON 2016



Eddy Arriola



Robert N. Kaplan

In fiscal year 2016, the Inter-American Foundation (IAF) awarded \$14.4 million to 96 grassroots and nongovernmental organizations in 17 countries. They in turn committed or mobilized another \$22.8 million for their initiatives. Our portfolio of 282 active projects represents a \$72.6 million investment by the IAF and \$98.7 million from our grantee partners. These numbers tell an important story about how the IAF works. Our purpose, enshrined in our founding legislation in 1969, includes a call to support the “ever wider participation of the people in the development process.” So we put community organizations at the center of our work, and we look for the most effective ways to help them carry out their development projects. The fact that the IAF is most often a minority investor in these projects underlines the fact of local ownership.

The IAF has had the privilege to collaborate with thousands of grassroots groups in Latin America and the Caribbean over more than 45 years. We are constantly on the lookout for ways to complement, extend and expand their successes. How can community organizations tap into and leverage the enormous store of positive social energy generated by this extensive network? This quest has become a central theme of the IAF’s work as we increase our efforts to bring grassroots organizations together

to learn from each other and join forces. We have seen many times how peer-to-peer engagement multiplies the impact of local investments and strengthens the social fabric of their neighborhoods, villages, towns and cities. As the IAF’s president, I (Bob) participated over the last year in three gatherings of our grantee partners in Bolivia, Brazil, and Nicaragua. In all three places the power and excitement was palpable as people shared their experiences and ideas with peers working in diverse contexts. In 2016, we took our quest one step farther by asking our partners to help us design an online learning and engagement platform that will make it easy to stay connected after everyone has returned home. This portal will also allow others to join the conversations and share their knowledge and experience without regard to geographic boundaries. This will be a multi-year effort, and we are enthusiastic about its potential to bring practical know-how and additional resources within reach of local organizations.

We saw a vivid expression of the value of this grassroots network last March when three board members traveled to Ecuador and were welcomed by our local partners into their communities. We met extraordinary men, women and young people from around the country with so much talent, commitment, and passion to make a difference.

They shared their vision and showed us what they were doing to make their dreams reality. Sadly, just a few weeks after our visit a destructive earthquake shook Ecuador. This tragedy reminded us all of the fragility of our collective efforts and the need to stand with our friends as they rebuild their homes, businesses, and local gathering places.

Crime and violence are a top concern in many countries of the region, and the IAF’s extensive local networks contain a wealth of practical experience in building peace and prosperity from the ground up. Nowhere is this more important than Central America, where the badly frayed social fabric has had such dramatic consequences. Strong communities are essential to provide a durable foundation for prosperity, good governance, and security. The IAF has increased activity in this troubled region as part of the United States’ strategy to support Central America’s Alliance for Prosperity, and we are committed to expanding our efforts in the years ahead.

Finally, we are pleased to welcome two new board members appointed this year by President Obama. Vice-chair Juan Carlos Iturregui and Luis Viada bring many years of professional and personal experience in the region, and we look forward to their participation in the foundation’s work. Rotating off the board in 2016 were John Salazar, who served ably as board chair from 2009 to 2014, and Ambassador Thomas Dodd, who had been vice-chair since 2009. On behalf of the full board and staff of the foundation, we thank both men for their wise leadership and the many ways they helped advance the IAF’s mission over nearly a decade.

Eddy Arriola
Chair, Board of Directors

Robert N. Kaplan
President and CEO

“Now we can really take a rest from using candles and buying gas. We can save that money and use it to buy electrical appliances and furniture, as well as school uniforms for our children.”

–Tita, community leader from La Ensenada, Piedra Blanca, Dominican Republic

DOMINICAN REPUBLIC AND HAITI

One IAF grantee partner is lighting up communities with green energy in the Dominican Republic and Haiti, where many families live in poor, rural, off-the-grid areas. The energy sector on Hispaniola Island is characterized by heavy reliance on fossil fuel imports, poor quality and inefficient supply, and expensive infrastructure. In rural areas energy distribution is more problematic, and is especially pronounced in Haiti. Despite this, the island has the appropriate geographical and environmental conditions for renewable energy generation. The IAF, in conjunction with support from the United Nations Development Programme, works with the grassroots organization GUAKIA AMBIENTE to construct, maintain and use community-managed micro hydroelectric systems. These systems, which generate energy using the natural flow of water, are providing a clean and reliable source of electricity for rural communities. Eight of these units have already been installed in rural Dominican Republic. In 2016 one was installed in Magazen, Haiti after GUAKIA and leaders of Dominican communities networked with Haitian associations to share technical assistance to bring power to their neighbors. Reduced energy costs are expected to allow families to save an additional 25 percent of their incomes. With money saved on fuels (kerosene, gasoline or wood), families are now able to buy refrigerators, washing machines, and even computers. Electricity enables opportunities in education and income-generation, improves public safety, and facilitates access to information and healthcare.

GUAKIA AMBIENTE Snapshot

\$312,930

IAF grant (2013-2017)

\$1,261,595

Grantee partner's commitment

5,023

People with improved energy access

0

Amount of CO₂ emissions from hydro-electric units

MEXICO

Although Mexico's economy is among the strongest in Latin America, challenges still exist, including unemployment and underemployment, insecurity and large gaps in income between the rich and poor. In Mexico the IAF supports grassroots organizations that are developing economic opportunities, especially for marginalized groups like women and indigenous peoples. Since 2012 the IAF has supported the non-profit Ñepi Behña (Women of Dignity) to organize networks of artisan women of indigenous descent to reach niche markets and receive fair trade for their products. One of these networks is Ya Muntsi Behña (YMB) or Women Gathering, a cooperative of 250 women of native descent in the Mezquital Valley and rural northern highlands of Hidalgo. It is an area where men leave their communities to seek work, yet these women have increased household incomes because of technical assistance and access to working capital to improve upon traditional practices. Indigenous peoples have cultivated maguey (agave plant) for centuries, but cooperative members are now transforming its fiber, fruits and herbs into value-added products such as bath sponges, jams, jellies and soaps for sale in domestic and international markets. The Body Shop, a British company known for its natural products and fair trade principles, is a major client. Ñepi Behña and YMB formed the private enterprise Corazón Verde, which has now grown with IAF support into an alternative domestic market for 520 women artisan suppliers in the states of Chiapas, Puebla, Mexico State, the Federal District and Hidalgo. They receive a fair price for their work through a more direct link between producers and consumers. With supplemental funding in 2016 the IAF is supporting these cooperatives to diversify more into domestic markets and to develop a certification process for products to represent standards consistent with their own vision of fair trade and equitable treatment.



"We are pleased being members of this organization because it gives us steady work and income for our families."
– Rosalía Dominguez Martin,
YMB member

ÑEPI BEHÑA Snapshot

\$319,845
IAF grant

\$237,986
Grantee partner's commitment

700
Women reached

2.5x
Increase in Income



EL SALVADOR AND GUATEMALA

In many of the cities, towns and rural hamlets of Guatemala and El Salvador, young people have limited options to develop a bright future. Instead of finding jobs or educational opportunities, many are met with the choices of joining criminal gangs, leaving their homes and communities – or facing even worse consequences. The IAF’s investments in Central America are focused to improve security, prosperity and governance in the region, and there’s no better place to start than giving youth a voice in the process. The IAF supports Asociación Seres (SERES) to implement its innovative leadership program aimed at developing youth as agents of change in Guatemala and El Salvador. Emblematic of the IAF’s core principles, it is the young people themselves who select priorities and develop action plans to make their own communities better places to live and work. For example, a group of young people used the skills acquired through SERES’ training program to demand support from their municipality in Quetzaltenango, Guatemala – ground zero for out-migration in their country. In El Salvador, youth are engaging their communities through access to citizen journalism trainings. Toward the close of 2016, SERES had benefited more than 1,000 young Guatemalans and Salvadorans with IAF support. These young people led more than 70 diverse initiatives to generate income, safeguard natural resources and the environment through public information campaigns, and promote sports, media and cultural activities as alternatives to criminal behavior and a means to become active citizens.

SERES Snapshot

\$295,020

IAF grant (2015-2018)

\$193,870

Grantee partner’s commitment

1,500

Number of young people reached

12–35

Age of program participants

“When you find something that makes you happy, you give more time and energy to it; you pour your passion, love and future into it. Seeing a different world is what inspires me.”

*– Susana Ruiz, SERES Youth Ambassador
from El Salvador*

HIGHLIGHTS OF IAF INVESTMENTS IN GRASSROOTS DEVELOPMENT

RESULTS*

325,101

individuals **BENEFITED DIRECTLY** from IAF programs



1,491,222

individuals **BENEFITED INDIRECTLY** from IAF programs



169,000

individuals acquired **NEW KNOWLEDGE AND SKILLS** in agriculture, manufacturing, civic engagement, marketing and conservation



54%

of those who benefitted were **WOMEN**



households of **23,484** individuals had **BASIC NEEDS MET**

(access to potable water, shelter, nutrition, health and other improvements)

6,754

JOBS

created or maintained



COMMUNITIES

PERCENT OF IAF GRANTS DIRECTED TO TRADITIONALLY MARGINALIZED GROUPS



30%

YOUNG PEOPLE

26%

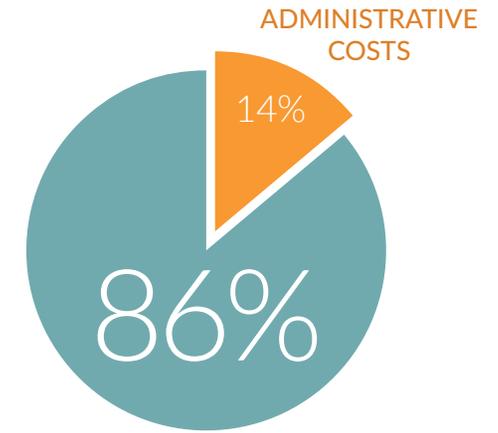
INDIGENOUS COMMUNITIES

15%

AFRICAN DESCENDANTS

EFFICIENCY

HOW THE IAF BUDGET WAS USED



86%

DIRECT PROGRAM INVESTMENTS

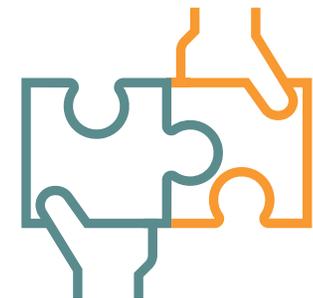
PARTNERS



For every **\$1** invested by the IAF



on average **IAF GRANTEE PARTNERS** commit **\$1.38**



2,452

Number of **PARTNERSHIPS** that grantees secured, which enabled them to mobilize resources and share experiences

*These totals represent cumulative year-end results for all active grants.

TOTAL ACTIVE PROJECT PORTFOLIO

20 COUNTRIES — 282 GRANTS — \$72.6M

FY 2016 COMMITMENTS

\$14.4 M BY IAF

\$22.8 M BY GRANTEE PARTNERS

CARIBBEAN \$6.8 M

23 GRANTS

DOMINICAN REPUBLIC	9
HAITI	12
JAMAICA	2

MEXICO \$5.4 M

24 GRANTS

CENTRAL AMERICA \$22.3 M

98 GRANTS

BELIZE	4
COSTA RICA	9
EL SALVADOR	20
GUATEMALA	26
HONDURAS	22
NICARAGUA	14
PANAMA	3

ANDEAN COUNTRIES \$17.0 M

64 GRANTS

BOLIVIA	10
COLOMBIA	20
ECUADOR	9
PERU	25

BRAZIL \$6.8 M

28 GRANTS

SOUTHERN CONE \$10.0 M

33 GRANTS

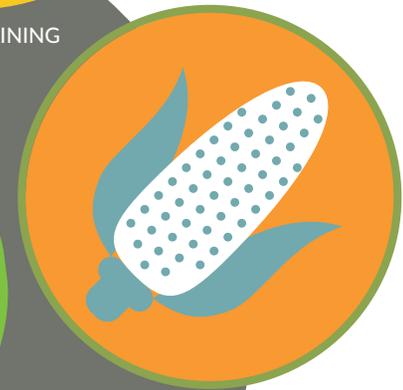
ARGENTINA	11
CHILE	2
PARAGUAY	17
URUGUAY	3

MULTI-COUNTRY \$4.3 M

12 GRANTS



EDUCATION/ TRAINING
\$5.5M



AGRICULTURE/ FOOD
PRODUCTION
\$4.1 M



CORPORATE
SOCIAL INVESTMENT
\$0.7 M



ENVIRONMENT
\$0.8 M



ENTERPRISE DEVELOPMENT
\$1.2 M



HEALTH/OTHER
\$2.1 M

INTER-AMERICAN FOUNDATION

The Inter-American Foundation (IAF), an independent foreign assistance agency of the United States government, was created in 1969 to promote citizen-led development by awarding grants directly to organizations in Latin America and the Caribbean. Unlike other foreign assistance agencies, the IAF works directly with community organizations to realize opportunities and solve their own problems. This approach results in effective, community-owned development characterized by economic opportunity, resilience to violence, social inclusion and greater citizen participation in democratic processes.



INTER-AMERICAN FOUNDATION

1331 Pennsylvania Ave., N.W.
Suite 1200 North
Washington, D.C. 20004
www.iaf.gov

@IAFgrassroots    

Photos: Front cover and p. 3 by Keith Dannemiller for the IAF; pages 1 and 2 courtesy of GUAKIA AMBIENTE; p. 4 and this page courtesy of SERES; all others by IAF staff.

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The Inter-American Foundation is governed by a board of directors appointed by the president of the United States and confirmed by the U.S. Senate. Our board members are drawn from the private sector and the federal government.

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Director
Latin American and Iberian
Institute,
University of New Mexico

INTER-AMERICAN FOUNDATION

Freedom of Information Act

2015 Annual Report

Section I: Basic Information Regarding Report

1. Person(s) to be contacted with questions about the report:

Paul Zimmerman
General Counsel and Chief FOIA Officer
Office of the General Counsel
Inter-American Foundation
1331 Pennsylvania Ave., NW
Suite 1200 North
Washington, DC 20004
(202) 638-7118

2. Electronic address for report on Agency website:

<http://www.iaf.gov/about-the-iaf/legal-notices-and-reports/freedom-of-information-act-foia/foia-e-reading-room>

3. How to obtain a copy of the report in paper form.

Write to the above address or visit the IAF's FOIA webpage at

<http://www.iaf.gov/about-the-iaf/legal-notices-and-reports/freedom-of-information-act-foia>

Section II: Making a FOIA Request

FOIA requests must be made in writing. Please send requests to the address listed in Section I or email foia@iaf.gov.

1. Names, addresses, and telephone numbers of all individual agency components and offices that receive FOIA requests:

Paul Zimmerman
General Counsel
Chief FOIA Officer
Inter-American Foundation
1331 Pennsylvania Ave., NW
Suite 1200 North
Washington, DC 20004

Lesley Duncan
Chief Operating Officer and
FOIA Public Liaison
Inter-American Foundation
1331 Pennsylvania Ave., NW
Suite 1200 North
Washington, DC 20004

2. Brief description of why some requests are not granted and overview of certain general categories of the agency's records to which the FOIA exemptions apply:

A request for records may be denied if the requested record contains information which falls into one or more of the nine categories listed below. If the requested record contains both exempt and nonexempt information, the nonexempt portions which may reasonably be segregated from the exempt portions will be released.

Categories of Exempt Information:

Exemption One: Records which are specifically authorized under criteria established by an Executive Order to be kept secret in interest of national defense or foreign policy and are in fact properly classified pursuant to such Executive Order.

Exemption Two: Records related solely to the internal personnel rules and practices of the Inter-American Foundation.

Exemption Three: Records specifically exempted from disclosure by statute, provided that such statute requires that the matters be withheld from the public in such a manner as to leave no discretion on the issues, or establishes particular criteria for withholding or refers to particular types of matter to be withheld.

Exemption Four: Trade secrets and commercial or financial information obtained from a person that is privileged or confidential.

Exemption Five: Interagency or intra-agency memoranda or letters which would not be available by law to a private party in litigation with the Inter-American Foundation.

Exemption Six: Personnel, medical, and similar files (including financial files) the disclosure of which would constitute a clearly unwarranted invasion of personal privacy.

Exemption Seven: Records compiled for law enforcement purposes, but only to the extent that the production of such law enforcement records could reasonably be expected to interfere with enforcement proceedings; would deprive a person of a right to a fair trial or an impartial adjudication; could reasonably be expected to constitute an unwarranted invasion of personal privacy; could reasonably be expected to disclose the identity of a confidential source, including a state, local, or foreign agency or authority or any private

institution which furnished records on a confidential basis; would disclose techniques and procedures for law enforcement investigations or prosecutions, or would disclose guidelines for law enforcement investigations or prosecutions if such disclosure could reasonably be expected to risk circumvention of the law; or could reasonably be expected to endanger the life or physical safety of any individual.

Exemption Eight: Records that are contained in or related to examination, operating, or condition reports prepared by, on behalf of, or for use of an agency responsible for the regulation or supervision of financial institutions.

Exemption Nine: Geological and geophysical information and data, including maps, concerning wells.

3. Provide a functional electronic link to agency FOIA regulations, including the agency's fee schedule:

<http://www.gpo.gov/fdsys/pkg/CFR-2012-title22-vol2/pdf/CFR-2012-title22-vol2-chapX.pdf> (22 C.F.R 1002 parts 1-9)

Section III: Acronyms, Definitions, and Exemptions

1. Include the following definitions of terms used in this Report:
 - a. **Administrative Appeal** – a request to a federal agency asking that it review at a higher administrative level a FOIA determination made by the agency at the initial request level.
 - b. **Average Number** – the number obtained by dividing the sum of a group of numbers by the quantity of numbers in the group. For example, of 3, 7, and 14, the average number is 8.
 - c. **Backlog** – the number of requests or administrative appeals that are pending at an agency at the end of the fiscal year that are beyond the statutory time period for a response.
 - d. **Component** – for agencies that process requests on a decentralized basis, a “component” is an entity, also sometimes referred to as an Office, Division, Bureau, Center, or Directorate, within the agency that processes FOIA requests. The FOIA now requires that agencies include in their Annual FOIA Report data for both the agency overall and for each principal component of the agency.
 - e. **Consultation** – the procedure whereby the agency responding to a FOIA request first forwards a record to another agency for its review because that other agency has an interest in the document. Once the agency in receipt of the consultation finishes its review of the record, it responds back to the agency that forwarded it. That agency, in turn, will then respond to the FOIA requester.

f. **Exemption 3 Statute** – a federal statute that exempts information from disclosure and which the agency relies on to withhold information under subsection (b)(3) of the FOIA.

g. **FOIA Request** – a FOIA request is generally a request to a federal agency for access to records concerning another person (i.e., a “third-party” request), or concerning an organization, or a particular topic of interest. FOIA requests also include requests made by requesters seeking records concerning themselves (i.e., “first-party” requests) when those requesters are not subject to the Privacy Act, such as non-U.S. citizens. Moreover, because all first-party requesters should be afforded the benefit of both the access provisions of the FOIA as well as those of the Privacy Act, FOIA requests also include any first-party requests where an agency determines that it must search beyond its Privacy Act “systems of records” or where a Privacy Act exemption applies, and the agency looks to FOIA to afford the greatest possible access. All requests which require the agency to utilize the FOIA in responding to the requester are included in this Report. Additionally, a FOIA request includes records referred to the agency for processing and direct response to the requester. It does not, however, include records for which the agency has received a consultation from another agency. (Consultations are reported separately in Section XII of this Report.)

h. **Full Grant** – an agency decision to disclose all records in full in response to a FOIA request.

i. **Full Denial** – an agency decision not to release any records in response to a FOIA request because the records are exempt in their entirety under one or more of the FOIA exemptions, or because of a procedural reason, such as when no records could be located.

j. **Median Number** – the middle, not average, number. For example, of 3, 7, and 14, the median number is 7.

k. **Multi-Track Processing** – a system in which simple requests requiring relatively minimal review are placed in one processing track and more voluminous and complex requests are placed in one or more other tracks. Requests granted expedited processing are placed in yet another track. Requests in each track are processed on a first in/first out basis.

i. **Expedited Processing** – an agency will process a FOIA request on an expedited basis when a requester satisfies the requirements for expedited processing as set forth in the statute and in agency regulations.

ii. **Simple Request** – a FOIA request that an agency using multi-track processing places in its fastest (non-expedited) track based on the low volume and/or simplicity of the records requested.

iii. **Complex Request** – a FOIA request that an agency using multi-track processing places in a slower track based on the high volume and/or complexity of the records requested.

1. **Partial Grant/Partial Denial** – in response to a FOIA request, an agency decision to disclose portions of the records and to withhold other portions that are exempt under the FOIA, or to otherwise deny a portion of the request for a procedural reason.
 - m. **Pending Request or Pending Administrative Appeal** – a request or administrative appeal for which an agency has not taken final action in all respects.
 - n. **Perfected Request** – a request for records which reasonably describes such records and is made in accordance with published rules stating the time, place, fees (if any) and procedures to be followed.
 - o. **Processed Request or Processed Administrative Appeal** – a request or administrative appeal for which an agency has taken final action in all respects.
 - p. **Range in Number of Days** – the lowest and highest number of days to process requests or administrative appeals.
 - q. **Time Limits** – the time period in the statute for an agency to respond to a FOIA request (ordinarily twenty working days from receipt of a perfected FOIA request).
2. Include the following concise descriptions of the nine FOIA exemptions:
 - a. **Exemption 1:** classified national defense and foreign relations information
 - b. **Exemption 2:** information that is related solely to the internal personnel rules and practices of an agency
 - c. **Exemption 3:** information that is prohibited from disclosure by another federal law
 - d. **Exemption 4:** trade secrets and other confidential business information
 - e. **Exemption 5:** inter-agency or intra-agency communications that are protected by legal privileges
 - f. **Exemption 6:** information involving matters of personal privacy
 - g. **Exemption 7:** records or information compiled for law enforcement purposes, to the extent that the production of those records (A) could reasonably be expected to interfere with enforcement proceedings, (B) would deprive a person of a right to a fair trial or an impartial adjudication, (C) could reasonably be expected to constitute an unwarranted invasion of personal privacy, (D) could reasonably be expected to disclose the identity of a confidential source, (E) would disclose techniques and procedures for law enforcement investigations or prosecutions, or would disclose guidelines for law enforcement investigations or prosecutions, or (F) could reasonably be expected to endanger the life or physical safety of any individual

- h. **Exemption 8:** information relating to the supervision of financial institutions
- i. **Exemption 9:** geological information on wells.

3. Agency Component Abbreviations

Component Abbreviation	Component Name

IV. EXEMPTION 3 STATUTES

Statute	Type of Information Withheld	Case Citation	Agency / Component	Number of Times Relied upon by Agency / Component	Total Number of Times Relied upon by Agency Overall
N/A	N/A	N/A	IAF	0	0

V.A. FOIA REQUESTS -- RECEIVED, PROCESSED AND PENDING FOIA REQUESTS

Agency / Component	Number of Requests Pending as of Start of Fiscal Year	Number of Requests Received in Fiscal Year	Number of Requests Processed in Fiscal Year	Number of Requests Pending as of End of Fiscal Year
IAF	0	3	3	0
				0
AGENCY OVERALL	0	3	3	0

**V.B.(2). DISPOSITION OF FOIA REQUESTS -- "OTHER" REASONS FOR "FULL DENIALS
BASED ON REASONS OTHER THAN EXEMPTIONS"**

Agency / Component	Description of "Other" Reasons for Denials from Chart B(1)	Number of Times "Other" Reason Was Relied Upon	TOTAL
IAF	N/A	0	0
AGENCY OVERALL			0

VI.A. ADMINISTRATIVE APPEALS OF INITIAL DETERMINATIONS OF FOIA REQUESTS -- RECEIVED, PROCESSED, AND PENDING ADMINISTRATIVE APPEALS

Agency / Component	Number of Appeals Pending as of Start of Fiscal Year	Number of Appeals Received in Fiscal Year	Number of Appeals Processed in Fiscal Year	Number of Appeals Pending as of End of Fiscal Year
IAF	0	0	0	0
				0
AGENCY OVERALL	0	0	0	0

VI.B. DISPOSITION OF ADMINISTRATIVE APPEALS -- ALL PROCESSED APPEALS

Agency / Component	Number Affirmed on Appeal	Number Partially Affirmed & Partially Reversed/Remanded on Appeal	Number Completely Reversed/Remanded on Appeal	Number of Appeals Closed for Other Reasons	TOTAL
IAF	0	0	0	0	0
					0
AGENCY OVERALL	0	0	0	0	0

VI.C.(3). REASONS FOR DENIAL ON APPEAL -- "OTHER" REASONS

Agency / Component	Description of "Other" Reasons for Denial on Appeal from Chart C(2)	Number of Times "Other" Reason Was Relied Upon	TOTAL
IAF	N/A	0	0
AGENCY OVERALL			0

VI.C.(4). RESPONSE TIME FOR ADMINISTRATIVE APPEALS

Agency / Component	Median Number of Days	Average Number of Days	Lowest Number of Days	Highest Number of Days
AGENCY OVERALL	0.00	0.00	0.00	0.00

VII.D. PENDING REQUESTS -- ALL PENDING PERFECTED REQUESTS

Agency / Component	SIMPLE			COMPLEX			EXPEDITED PROCESSING		
	Number Pending	Median Number of Days	Average Number of Days	Number Pending	Median Number of Days	Average Number of Days	Number Pending	Median Number of Days	Average Number of Days
AGENCY OVERALL	0	N/A	N/A	0	N/A	N/A	0	N/A	N/A

VIII.A. REQUESTS FOR EXPEDITED PROCESSING

Agency / Component	Number Granted	Number Denied	Median Number of Days to Adjudicate	Average Number of Days to Adjudicate	Number Adjudicated Within Ten Calendar Days
AGENCY OVERALL	0	0	N/A	N/A	N/A

VIII.B. REQUESTS FOR FEE WAIVER

Agency / Component	Number Granted	Number Denied	Median Number of Days to Adjudicate	Average Number of Days to Adjudicate
AGENCY OVERALL	0	0	N/A	N/A

IX. FOIA PERSONNEL AND COSTS

Agency / Component	PERSONNEL			COSTS		
	Number of "Full-Time FOIA Employees"	Number of "Equivalent Full-Time FOIA Employees"	Total Number of "Full-Time FOIA Staff"	Processing Costs	Litigation-Related Costs	Total Costs
IAF	0	0.1	0.1	\$10,000.00	\$0.00	\$10,000.00
			0			\$0.00
AGENCY OVERALL	0	0.1	0.1	\$10,000.00	\$0.00	\$10,000.00

X. FEES COLLECTED FOR PROCESSING REQUESTS

Agency / Component	Total Amount of Fees Collected	Percentage of Total Costs
IAF	\$0.00	0.00%
AGENCY OVERALL	\$0.00	0.00%

XII.A. BACKLOGS OF FOIA REQUESTS AND ADMINISTRATIVE APPEALS

Agency / Component	Number of Backlogged Requests as of End of Fiscal Year	Number of Backlogged Appeals as of End of Fiscal Year
IAF	0	0
AGENCY OVERALL	0	0

XII.B. CONSULTATIONS ON FOIA REQUESTS -- RECEIVED, PROCESSED, AND PENDING CONSULTATIONS

Agency / Component	Number of Consultations Received from Other Agencies that were <u>Pending</u> at the Agency as of <u>Start</u> of the Fiscal Year	Number of Consultations <u>Received</u> from Other Agencies During the Fiscal Year	Number of Consultations Received from Other Agencies that were <u>Processed</u> by the Agency During the Fiscal Year	Number of Consultations Received from Other Agencies that were <u>Pending</u> at the Agency as of <u>End</u> of the Fiscal Year
IAF	0	0	0	0
				0
AGENCY OVERALL	0	0	0	0

**XII.D.(1). COMPARISON OF NUMBERS OF REQUESTS FROM PREVIOUS AND CURRENT ANNUAL REPORT --
REQUESTS RECEIVED AND PROCESSED**

Agency / Component	NUMBER OF REQUESTS <u>RECEIVED</u>		NUMBER OF REQUESTS <u>PROCESSED</u>	
	Number Received During Fiscal Year from Last Year's Annual Report	Number Received During Fiscal Year from Current Annual Report	Number Processed During Fiscal Year from Last Year's Annual Report	Number Processed During Fiscal Year from Current Annual Report
IAF	8	3	8	3
AGENCY OVERALL	8	3	8	3

XII.D.(2). COMPARISON OF NUMBERS OF REQUESTS FROM PREVIOUS AND CURRENT ANNUAL REPORT -- BACKLOGGED REQUESTS

Agency / Component	Number of Backlogged Requests as of End of the Fiscal Year from Previous Annual Report	Number of Backlogged Requests as of End of the Fiscal Year from Current Annual Report
IAF	0	0
AGENCY OVERALL	0	0

XII.E.(1). COMPARISON OF NUMBERS OF ADMINISTRATIVE APPEALS FROM PREVIOUS AND CURRENT ANNUAL REPORT -- APPEALS RECEIVED AND PROCESSED

Agency / Component	NUMBER OF APPEALS <u>RECEIVED</u>		NUMBER OF APPEALS <u>PROCESSED</u>	
	Number Received During Fiscal Year from Last Year's Annual Report	Number Received During Fiscal Year from Current Annual Report	Number Processed During Fiscal Year from Last Year's Annual Report	Number Processed During Fiscal Year from Current Annual Report
IAF	1	0	1	0
AGENCY OVERALL	1	0	1	0

XII.E.(2). COMPARISON OF NUMBERS OF ADMINISTRATIVE APPEALS FROM PREVIOUS AND CURRENT ANNUAL REPORT -- BACKLOGGED APPEALS

Agency / Component	Number of Backlogged Appeals as of End of the Fiscal Year from Previous Annual Report	Number of Backlogged Appeals as of End of the Fiscal Year from Current Annual Report
IAF	0	0
AGENCY OVERALL	0	0

2016


Federal Employee Viewpoint Survey
Empowering Employees. Inspiring Change.

**Small Agency
Management
Report**

Inter-American Foundation

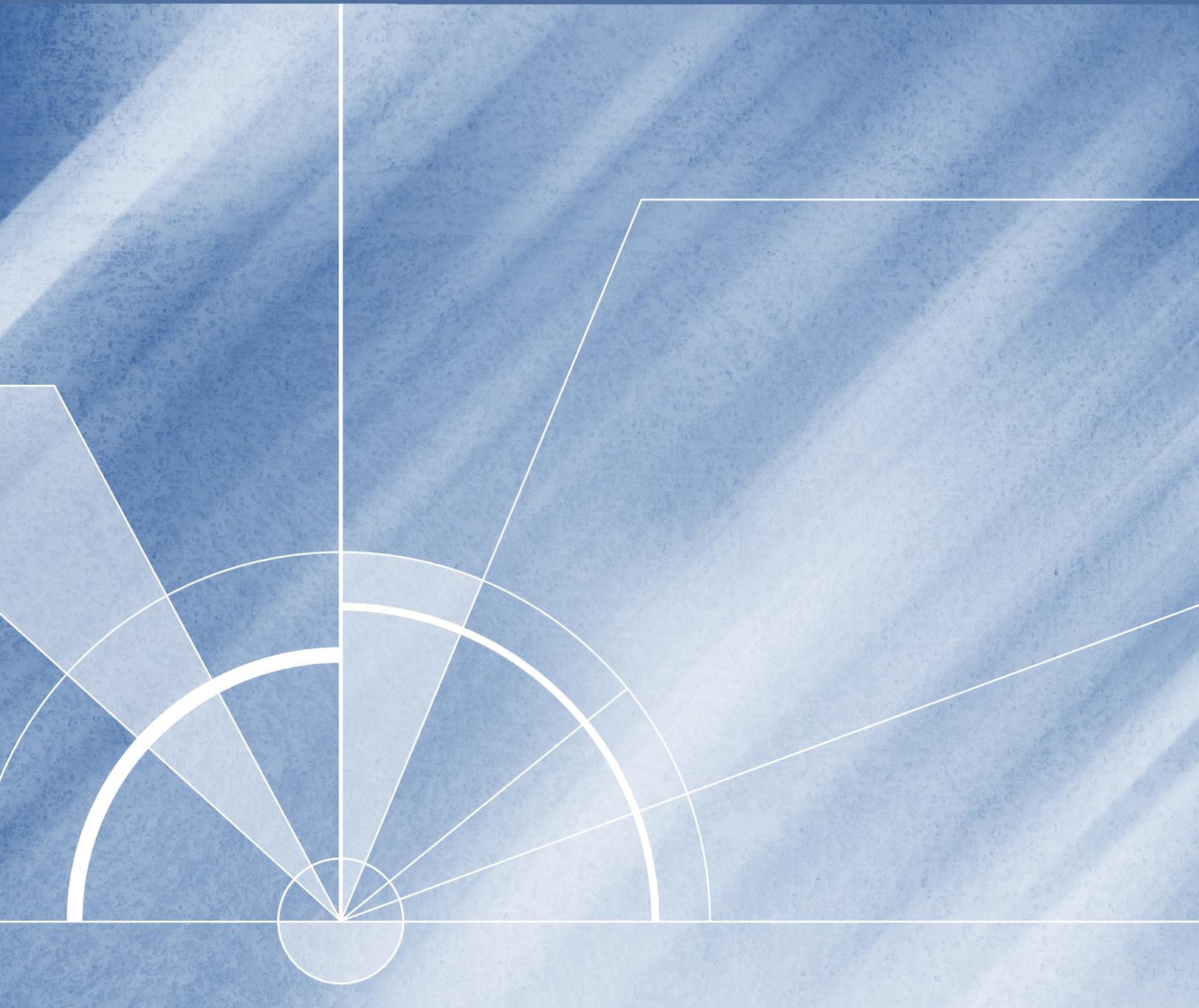




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About This Report

The 2016 FEVS Small Agency Management Report (SAM) was designed to help your agency identify issues and provides guidance to take action for improvement. This report also highlights important agency successes, which should be acknowledged. We encourage you to share these successes and areas for improvement with your employees.

When reviewing your results, keep the guidelines below in mind. These guidelines were created to organize your survey results in a way that is easier to digest and interpret.

Understanding Your Results

Percent Positive

The sum of two positive categories (e.g., Strongly Agree/Agree)

Percent Negative

The sum of two negative categories (e.g., Strongly Disagree/Disagree)

Percent Neutral

The neutral category (e.g., Neither Agree nor Disagree)

Identifying Strengths, Challenges and Neutral Findings

65 percent positive or higher is considered a strength

35 percent negative or higher is considered a challenge

30 percent neutral or higher suggests uncertainty, presenting an opportunity for communication between managers and staff

Identifying Increases and Decreases

Movement up or down since the previous year is another important piece of information to consider when examining your results. Any increase or decrease in results can be important; however larger increases or decreases (generally 3 or more percentage points) may be a result of significant changes taking place within your agency and should be explored. Increases indicate positive change that should continue to be reinforced. Decreases, especially in areas considered mission critical, may call for appropriate action to initiate and support beneficial workplace improvements.

IAF Response Rate

91% (29 out of 32 employees responded)

Field Period: May 3, 2016 – June 14, 2016
Overall 2015 response rate: **94%**

Component Response Rates

100% Executive Office
100% General Counsel
100% External Affairs
100% Grants
83% Operations Office
75% Networks

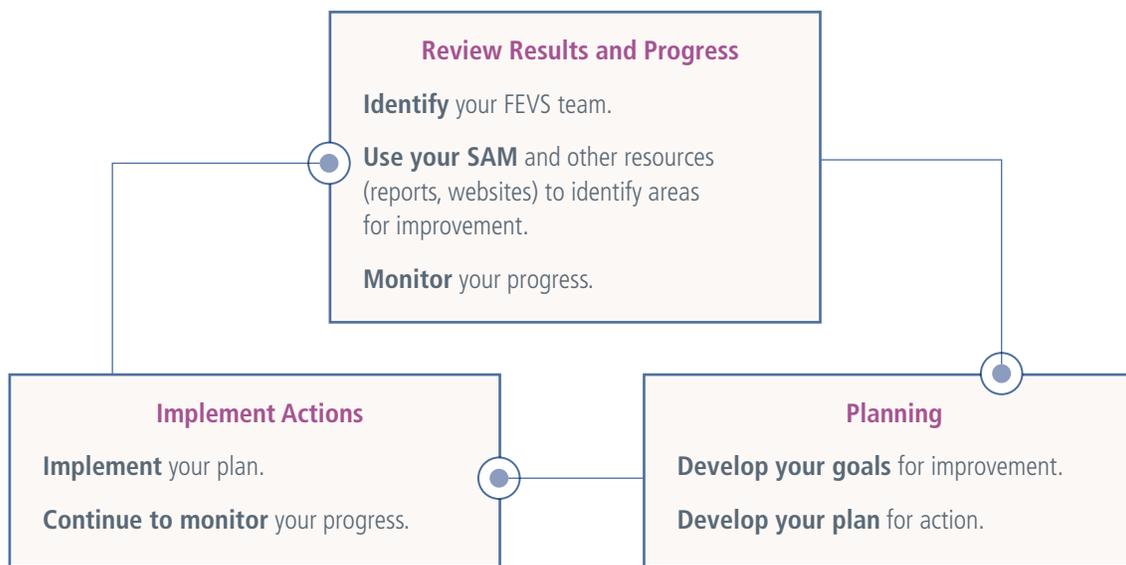
Agency results have a margin of error of +/- 7%



Your FEVS Results: Taking Action

This section provides guidelines for taking action based on your FEVS results — focusing on steps you can take to form an action planning team, identify challenges, develop an action plan, and measure progress toward meeting goals. In addition, descriptions of helpful resources and tools are outlined. A broad overview of the process of moving from results to action is displayed in diagram below, with the specific steps and guidelines outlined in the following pages.

Moving from Results To Action



Getting Started

Agencies receive many FEVS reports each year, so it can be confusing to know where to start. One suggested starting point is to adopt a strategy based on an action planning framework. This involves looking for improvements you have made in previous years while also examining areas of decline. To help you get started, several steps are outlined below, including references to sections of the Small Agency Management Report (SAM) and other resources that you may find useful to help you focus on the most critical issues.

Step 1: Identify and Establish a FEVS Action Team

This is a crucial step, as the team you establish can make or break your efforts to improve areas of concern and keep strengths strong. Teams can be composed of leadership, employees, or a combination. It is important that each member of your team is actively engaged in the process and supports its goals. Identifying your team is not just limited to personnel selection. It also includes identifying and pulling together your available resources while being aware of staff interests, capabilities, and agency budget and resources.

Step 2: Use Your SAM and Other Resources to Identify Areas for Improvement

Your agency has many available resources that present your FEVS results. The sections of the SAM as well as additional resources are described below to help narrow your focus on the tools and results that may be most helpful as you move from results to taking action.



Your FEVS Results: Taking Action (continued)

Sections of the SAM

Employee Engagement Index and New IQ Index

The Employee Engagement Index (EEI) and New IQ Index provide agencies with consistent metrics for measuring progress toward objectives. Benchmarks are included to provide insight into how your agency compares to others, and to encourage information sharing between agencies. For example, some of the top ranking agencies in the EEI may have suggestions on things that have and have not worked to engage their employees. Trends for both indices are also displayed, going as far back as 2013 when available.

Employee Engagement Key Drivers

This is a new section of the SAM containing information about key drivers of engagement. These groupings of FEVS items have been shown to influence the engagement potential of workplaces. While the EEI provides perspective on the conditions important to supporting engagement, the drivers can help you to more effectively target resources and actions needed to influence conditions and improve the engagement potential of your agency.

Decision Aid

The Decision Aid is useful in helping you easily identify the most critical issues in your agency as well as recognize where your agency has improved since 2015. The Decision Aid is divided into three sections to help you focus your attention on improvements and declines in your results since last year:

Increases contains items that increased since 2015

Decreases contains items that decreased since 2015

No Change contains items that did not change since 2015

Appendices

The appendices give you an opportunity to more thoroughly understand your workforce by displaying item-level results. Appendix A shows how well your agency scored relative to other small agencies. Scanning the graphs can indicate how your agency is generally performing as well as help you identify particularly strong or weak areas. Appendix B shows a full breakdown of the Work/Life program results.

Notes: The Decision Aid only includes items 1-71. See Appendix B for a breakdown of the Work/Life results for your agency.



Your FEVS Results: Taking Action (continued)

Additional FEVS Resources

Other Reports

Governmentwide Management Report

This report provides an overview of the governmentwide results. The report includes item results, index scores, trends, and information on who responded to the survey.

Subagency Comparison Report

This report provides the results of all the offices that report to the same “parent” office. This report is only created when there are two or more sub-offices that both have at least ten responses.

Subagency Breakout Report

This report displays survey results for a single office so long as it has at least ten responses.

Trend Report

This report provides agency and first level (where applicable) results for current and previous survey administrations. It also indicates whether the year-to-year differences were statistically significant or not.

Occupational Series Reports

This report allows for the comparison of occupational series and families at the agency level.

Annual Employee Survey (AES) Report

This report is a Microsoft® Excel® file with a breakdown of agency and first level results.

Websites

FEVS website

Agencies and the general public can access governmentwide data reports, as well as special topic reports produced from the FEVS. This website includes results from the 2004 administration of the survey to the present. Access the FEVS website at www.opm.gov/FEVS.

Public Release Data File (PRDF)

Three types of public use data sets are available for the FEVS: 1) a full data extract excluding the LGBT variable, 2) a separate data extract containing the LGBT variable, and 3) a data extract for trend analysis combining the public use files from 2004 up to the current year. To request a public use data file, complete the form available at: www.fedview.opm.gov/2015/EVSDATA. Note: The 2016 PRDF will be available in the winter.

FedScope

OPM's FedScope is an online publicly available tool which allows users to access and analyze HR data from OPM's Enterprise Human Resources Integration-Statistical Data Mart (EHRI-SDM). Access this site using the following link: www.fedscope.opm.gov.

Unlock Talent

A tool for both the general public and agencies to view comprehensive data visualizations with broad displays of FEVS data. These displays allow agencies to identify subcomponents for action to improve engagement, as well as resources agencies can apply to their action planning. This site can be accessed at www.unlocktalent.gov. Questions and feedback for the dashboard can be sent to unlocktalent@opm.gov.

FEVS Online Data Analysis Tool

A password protected tool for agency points of contact to access agency-specific and governmentwide reports. In addition, agency users can develop customized reports that may be useful for data analysis and action planning. Questions and feedback for this online tool can be sent to EVS@opm.gov.

Note: Subagency reports are only available for agencies that included organizational breakouts in 2016.



Step 3: Develop Your Goals for Improvement

To develop your goals for improvement, you should consider issues that are most critical to your agency and how these issues relate to your strategic goals. It is also important to focus on issues that will provide both short-term, visible, measurable results, and those that will require long-term perspective. Keep in mind that you are more likely to show and achieve improvements if you follow SMART guidelines when establishing your goals. To be achievable goals must be:

Specific

Goals need to be concrete and detailed enough to know when you meet with success.

- What exactly do you intend to do? Use action words such as lead, coordinate, direct, develop, plan, and build.
- How are you going to do it? Describe which actions need to be taken by which employees and when.

Measurable

What evidence will you have to show that you have met your goal? Put a concrete figure or value to the objective (e.g., percentage increase in positive scores).

Attainable

Goals should not be too easy or too difficult. Those that require a slight stretch to meet can create excitement, motivation, and the kind of commitment it takes to reach them.

Realistic

Make goals challenging, but identify your resources and any limitations on those so you can actually achieve your objectives.

Time Specific

Set a deadline to keep plans on track and meet the needs of decision-makers. Large goals should be established as a series of milestones to keep motivation high and the overall goal on schedule.

Step 4: Develop Your Plan for Action

Once your team has identified its goals, you should develop a list of actions that must be taken to reach these goals. You might also consider soliciting employee input on your plan. Assign staff responsibilities for each action and keep in mind timeframes. Tasks should include start dates, end dates, milestones, and description of how you plan to measure and provide evidence for goal success. Make sure you get approval for the actions you must take to achieve your agency goals. Remember that leadership buy-in, involvement, and communication is critical to your success.

Step 5: Communicate the Implementation of Your Plan

There are many ways to publicize and communicate your intentions to employees, such as all-hands meetings, announcements, intranet/web updates, and social media, to name a few. After your plan is communicated and you have leadership support, you are ready to launch the plan. Communicating early and often ensures staff and leadership are well-informed.

Step 6: Monitor and Evaluate Your Progress

In addition to measuring your progress along the way and evaluating the success of your plan, it is important that you communicate progress toward goals and final outcomes. *Communicating during the entire process provides transparency which can add to staff engagement.*

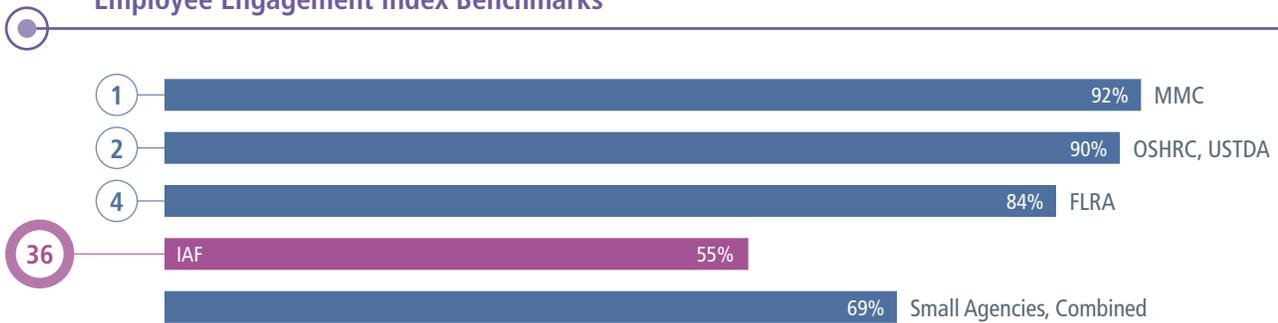


Employee Engagement Index

Because the FEVS is an assessment of organizational climate, the Employee Engagement Index (EEI) does not directly evaluate an employee’s level of engagement. Therefore, instead of measuring aspects of engagement such as focused attention and dedication to completing assignments, this index concentrates on factors that lead to an engaged workforce (e.g., supporting employee development, communicating agency goals).

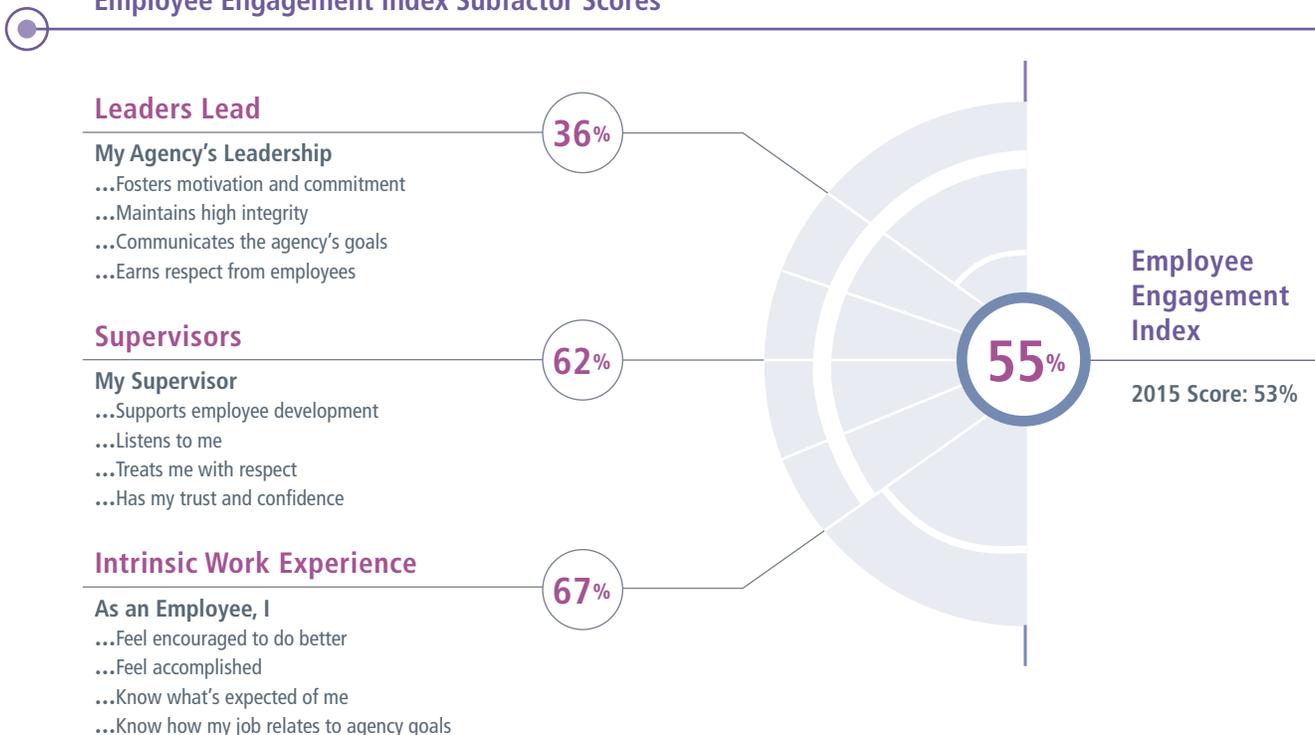
Below, you can see where your agency’s EEI score ranks (out of 40 small/independent agencies with 10 or more respondents) and how it compares to the small agency average. The names of the highest-ranked small agencies are listed to facilitate the sharing of information, such as best practices. The U.S. Office of Personnel Management (OPM) has also created the Unlock Talent website (<https://www.unlocktalent.gov>) to share resources and help with interagency communication.

Employee Engagement Index Benchmarks



The table below displays the EEI score for the three engagement subfactors, which can facilitate information-sharing within your agency.

Employee Engagement Index Subfactor Scores





Employee Engagement Index (continued)

To provide more information on employee engagement for your agency, the figure below includes engagement index trends back to 2013, as well as the small agency combined trends for comparison. The trend scores for the three engagement factors are also included.

Employee Engagement Index Trends



Leaders Lead: Employees' perceptions of leadership's integrity as well as leadership behaviors such as communication and workforce motivation. (Q.53, 54, 56, 60, and 61)

Supervisors: Interpersonal relationship between worker and supervisor, including trust, respect, and support. (Q.47, 48, 49, 51, and 52)

Intrinsic Work Experience: Employees' feelings of motivation and competency relating to their role in the workplace. (Q.3, 4, 6, 11, and 12)



Employee Engagement Key Drivers

What is a Key Employee Engagement Index Driver?

The Employee Engagement Index (EEI) measures conditions important to supporting employee engagement. “What actions can leadership take to influence those conditions and improve the engagement potential of agency workplaces?” is a question often asked about how to make the EEI actionable. To help answer that question, OPM identified items on the FEVS that are key drivers of the EEI. Key drivers are groupings of FEVS items that influence the engagement potential of workplaces.

How Can Drivers Help Identify Effective Action?

Agencies can more effectively target resources to increase levels of employee engagement, aided by the key driving factors for the EEI and its subfactors. Through a thorough review, OPM’s Survey Analysis team found that a number of FEVS items align with topics shown to be important to both employee engagement and to overall effective management practices. Final item selection for EEI drivers was guided by three principles: 1) they align with prior research, 2) they are strongly related to the EEI and/or its subfactors, and 3) they are *actionable* because they indicate practices and behaviors that can influence an agency’s engagement potential.

OPM examined the impact of nine different factors on the EEI. These nine factors were: 1) Collaborative/Cooperative Management; 2) Employee Training and Development; 3) Job Resources; 4) Merit System Principles; 5) Performance Feedback; 6) Performance Rating; 7) Performance Recognition and Reward; 8) Supportive Coworkers; and 9) Work/Life Balance. The figure on the following page identifies and ranks the key drivers of the overall Employee Engagement Index and subfactors in order of impact for all of the Small/Independent Agencies combined. A ‘1’ indicates the key driver with the greatest impact on the index or subfactor.

For an example of how to use EEI drivers, consider the driver labeled Performance Feedback. It is comprised of three FEVS items:

- Discussions with my supervisor about my performance are worthwhile. (Q.44)
- My supervisor provides me with constructive suggestions to improve my job performance. (Q.46)
- In the last six months, my supervisor has talked with me about my performance. (Q.50)

Assume that a review of your agency’s FEVS results shows low scores on one or more of the items under Performance Feedback. To improve the engagement potential of your workplace, actions could be taken to address priorities indicated by the wording of the items, such as ensuring feedback that provides worthwhile or constructive suggestions to improve performance, as well as timely feedback.

Note: OPM conducted regression analyses of 2013, 2014, 2015, and most recently 2016 FEVS data to identify the key drivers. Small/Independent Agencies, due to the small number of employees in each, were included as a single combined group, rather than 43 separate agencies. Factors with statistically significant standardized regression coefficients of 0.10 or above were identified as a “key driver.” A detailed discussion of the methodology used to conduct all of the key driver analyses can be found at www.opm.gov/FEVS.



Employee Engagement Key Drivers (continued)

Employee Engagement Key Drivers

	Employee Engagement Index	Leaders Lead	Supervisors	Intrinsic Work Experience
Performance Feedback	1		1	
Collaborative/Cooperative Management	2	1		4
Merit System Principles	3	2	3	4
Training and Development	4			1
Work/Life Balance			2	
Performance Recognition and Reward				
Performance Rating				3
Job Resources	5	3		2
Supportive Co-workers				

Performance Feedback: Provide meaningful, worthwhile, and constructive performance conversations. (Q.44, 46, and 50)

Collaborative/Cooperative Management: Promote and support collaborative communication and teamwork in accomplishing goals and objectives. (Q.58 and 59)

Merit System Principles: Support fairness and protect employees from arbitrary actions, favoritism, political coercion, and reprisal. (Q.17, 37, and 38)

Training and Development: Target opportunities for employees to improve skills and enhance professional development, including training needs assessments. (Q.1 and 18)

Work/Life Balance: Support employee needs to balance work and life responsibilities. (Q.42)

Performance Recognition and Reward: Support and effective recognition and reward system in which supervisors/managers/leaders recognize outstanding actions. (Q.22, 23, 24, and 25)

Performance Rating: Ensure employees are held accountable and performance is evaluated and rated. (Q.15, 16, and 19)

Job Resources: Allow sufficient materials, knowledge, personnel, skills, information and work distribution to complete the job. (Q.2, 9, and 10)

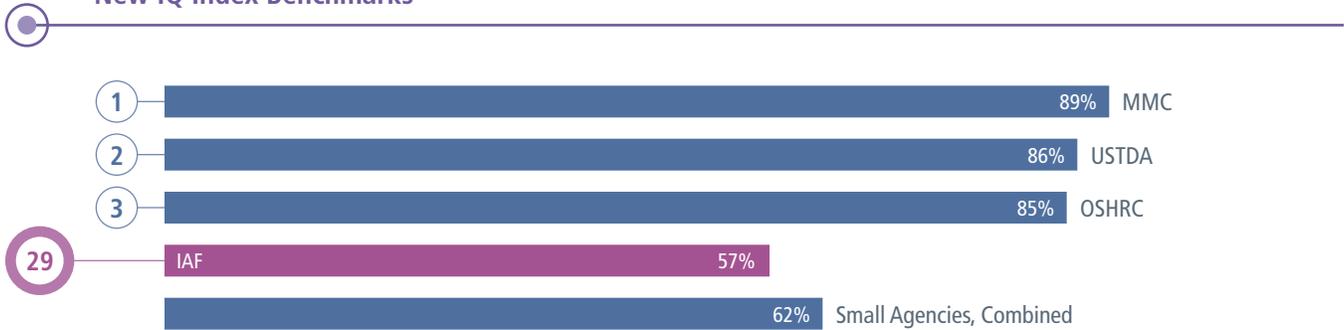
Supportive Co-workers: Refers to supportive coworker relationships that involve cooperation and information sharing to perform job. (Q.20 and 26)



New IQ Index

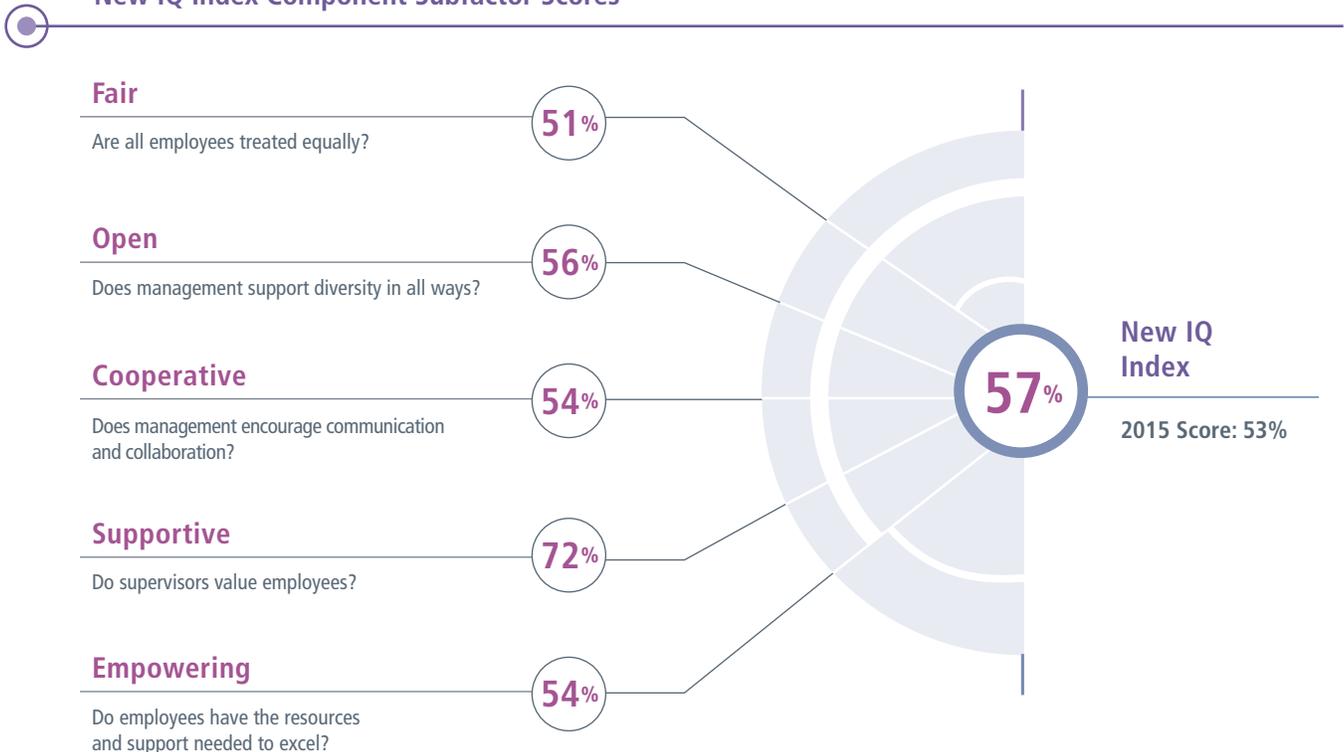
The New IQ stands for the New Inclusion Quotient. The New IQ is based on the concept that individual behaviors repeated over time will create habits necessary for inclusiveness. It consists of 20 questions that relate to inclusive work environments. These 20 questions are grouped into five Habits of Inclusion: Fair, Open, Cooperative, Supportive, and Empowering. The New IQ Index score for your agency, the highest scoring agencies, and the small agency average are displayed below, along with your agency ranking (out of 40 small/independent agencies with 10 or more respondents).

New IQ Index Benchmarks



The table below shows the New IQ Index score for all five habits of inclusion, which can facilitate information-sharing within your agency.

New IQ Index Component Subfactor Scores

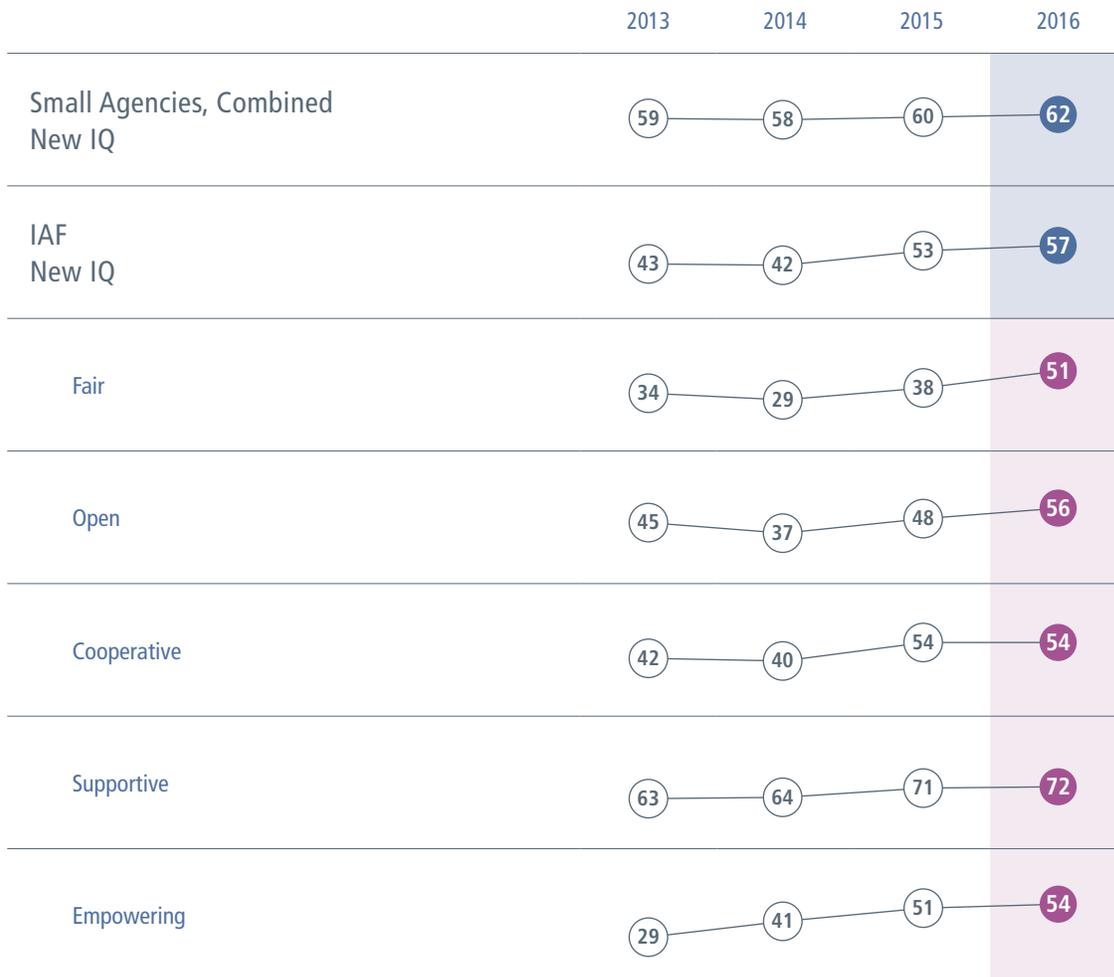




New IQ Index (continued)

To provide more information on the New IQ for your agency, the figure below includes index trends back to 2013, as well as the small agency combined trends for comparison. The trend scores for the five habits of inclusion are also included.

New IQ Index Trends



Fair: Are all employees treated equally? (Q.23, 24, 25, 37, and 38)

Open: Does management support diversity in all ways? (Q.32, 34, 45, and 55)

Cooperative: Does management encourage communication and collaboration? (Q.58 and 59)

Supportive: Do supervisors value employees? (Q.42, 46, 48, 49, and 50)

Empowering: Do employees have the resources and support needed to excel? (Q.2, 3, 11, and 30)



Decision Aid: Increases

Identifying Increases Since 2015

The items in this section are sorted by greatest to smallest increase in percent positive ratings. The items are sorted to allow you to quickly and easily identify where your agency has made the greatest improvements since last year.

Using the Legend Icons

The legend icons provide context for interpreting these results. While these items have improved, some may still be considered challenges (35% or more negative) or others may have reached the 65% or more positive mark and become new strengths this year. The legend icons help to highlight areas in need of continued focus and areas that have been successfully improved and should be celebrated. A new feature this year is the addition of “top pos/neg” icons that highlight where an item is either in the top 10 positive items or top 10 negative items for your agency.

54 Items Increased Since 2015



Strength

These items are 65 percent positive or higher



Caution

These items are 30 percent neutral or higher



Challenge

These items are 35 percent negative or higher



New Strength

These items became a new strength in 2016



Top Pos/Neg

These items are in your top positive or top negative

	2015 Positive	2016 Positive	2016 Neutral	2016 Negative	Increase Since 2015
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (Q. 23)	21	53	17	31	+32
My organization has prepared employees for potential security threats. (Q. 36)	55	+ 87	6	8	+32
My work unit is able to recruit people with the right skills. (Q. 21)	36	59	12	29	+23
Managers review and evaluate the organization’s progress toward meeting its goals and objectives. (Q. 57)	40	62	12	26	+22
My agency is successful at accomplishing its mission. (Q. 39)	61	+ 83	6	11	+22
Senior leaders demonstrate support for Work/Life programs. (Q. 62)	52	71	19	10	+19
Prohibited Personnel Practices are not tolerated. (Q. 38)	42	61	22	17	+19
I believe the results of this survey will be used to make my agency a better place to work. (Q. 41)	38	56	21	23	+18
Employees are protected from health and safety hazards on the job. (Q. 35)	69	+ 87	10	3	+18

Notes: The Decision Aid only includes items 1-71. See Appendix B for a breakdown of the Work/Life results for your agency. Your agency had few respondents, making your percent positive scores less stable and may cause large differences to emerge between the scores.



Decision Aid: Increases (continued)

	2015 Positive	2016 Positive	2016 Neutral	2016 Negative	Increase Since 2015
Promotions in my work unit are based on merit. (Q. 22)	32	49	26	25	+17
Considering everything, how satisfied are you with your organization? (Q. 71)	50	66	19	15	+16
The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals. (Q. 29)	46	61	10	28	+15
How satisfied are you with the recognition you receive for doing a good job? (Q. 65)	40	55	22	23	+15
My performance appraisal is a fair reflection of my performance. (Q. 15)	60	75	10	15	+15
How would you rate the overall quality of work done by your work unit? (Q. 28)	68	+ 83	8	8	+15
I recommend my organization as a good place to work. (Q. 40)	50	65	23	12	+15
Supervisors work well with employees of different backgrounds. (Q. 55)	42	55	16	29	+13
Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated. (Q. 37)	47	60	11	29	+13
I feel encouraged to come up with new and better ways of doing things. (Q. 3)	58	70	7	23	+12
Considering everything, how satisfied are you with your job? (Q. 69)	59	71	14	15	+12
In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Fully Successful, Outstanding). (Q. 19)	61	72	14	14	+11
In my work unit, differences in performance are recognized in a meaningful way. (Q. 24)	28	39	23	- 39	+11
Supervisors in my work unit support employee development. (Q. 47)	50	60	14	25	+10
Creativity and innovation are rewarded. (Q. 32)	39	49	15	- 36	+10
I can disclose a suspected violation of any law, rule or regulation without fear of reprisal. (Q. 17)	39	49	22	29	+10
Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring). (Q. 34)	44	53	22	25	+9
My work gives me a feeling of personal accomplishment. (Q. 4)	66	75	10	15	+9
How satisfied are you with the information you receive from management on what's going on in your organization? (Q. 64)	41	50	18	32	+9



Decision Aid: Increases (continued)

	2015 Positive	2016 Positive	2016 Neutral	2016 Negative	Increase Since 2015
My supervisor treats me with respect. (Q. 49)	72	+ 81	11	8	+9
I am given a real opportunity to improve my skills in my organization. (Q. 1)	56	65	10	25	+9
Considering everything, how satisfied are you with your pay? (Q. 70)	55	63	3	34	+8
I have sufficient resources (for example, people, materials, budget) to get my job done. (Q. 9)	28	36	13	- 51	+8
The skill level in my work unit has improved in the past year. (Q. 27)	45	53	29	18	+8
My supervisor provides me with opportunities to demonstrate my leadership skills. (Q. 43)	62	68	14	18	+6
I have enough information to do my job well. (Q. 2)	59	64	11	25	+5
I like the kind of work I do. (Q. 5)	78	+ 82	13	4	+4
Discussions with my supervisor about my performance are worthwhile. (Q. 44)	57	61	19	20	+4
The people I work with cooperate to get the job done. (Q. 20)	57	61	26	13	+4
My training needs are assessed. (Q. 18)	38	42	15	- 43	+4
My supervisor provides me with constructive suggestions to improve my job performance. (Q. 46)	57	60	14	25	+3
The work I do is important. (Q. 13)	90	+ 93	4	3	+3
How satisfied are you with your involvement in decisions that affect your work? (Q. 63)	52	55	16	29	+3
Employees in my work unit share job knowledge with each other. (Q. 26)	69	72	14	14	+3
I know what is expected of me on the job. (Q. 6)	63	65	19	17	+2
How satisfied are you with the policies and practices of your senior leaders? (Q. 66)	37	39	26	- 35	+2
How satisfied are you with the training you receive for your present job? (Q. 68)	39	41	26	33	+2
I have trust and confidence in my supervisor. (Q. 51)	50	52	17	31	+2
Managers communicate the goals and priorities of the organization. (Q. 56)	41	43	24	32	+2
I am constantly looking for ways to do my job better. (Q. 8)	87	+ 89	11	0	+2



Decision Aid: Increases (continued)

	2015 Positive	2016 Positive	2016 Neutral	2016 Negative	Increase Since 2015
In my organization, senior leaders generate high levels of motivation and commitment in the workforce. (Q. 53)	21	23	27	51	+2
Managers support collaboration across work units to accomplish work objectives. (Q. 59)	56	58	31	12	+2
My organization's senior leaders maintain high standards of honesty and integrity. (Q. 54)	46	47	34	18	+1
I am held accountable for achieving results. (Q. 16)	72	73	19	8	+1
My supervisor is committed to a workforce representative of all segments of society. (Q. 45)	67	68	14	18	+1



Decision Aid: Decreases

Identifying Decreases Since 2015

The items in this section are sorted by greatest to smallest decrease in percent positive ratings. The items are sorted to allow you to quickly and easily identify where results have dropped since last year.

Using the Legend Icons

The legend icons provide context for interpreting these results. When identifying the most critical decreases to focus on, it is important to check if these decreases are also identified as challenges (35% or more negative) or if they were previously identified as strengths that have fallen below the 65% or more positive threshold. A new feature this year is the addition of “top pos/neg” icons that highlight where an item is either in the top 10 positive items or top 10 negative items for your agency.

16 Items Decreased Since 2015

 **Strength**
These items are 65 percent positive or higher

 **Caution**
These items are 30 percent neutral or higher

 **Challenge**
These items are 35 percent negative or higher

 **Past Strength**
These items are no longer a strength in 2016

 **Top Pos/Neg**
These items are in your top positive or top negative

	2015 Positive	2016 Positive	2016 Neutral	2016 Negative	Decrease Since 2015
Awards in my work unit depend on how well employees perform their jobs. (Q. 25)	53	43	32	25	-10
I have a high level of respect for my organization’s senior leaders. (Q. 61)	43	34	42	25	-9
Employees are recognized for providing high quality products and services. (Q. 31)	50	42	24	34	-8
I know how my work relates to the agency’s goals and priorities. (Q. 12)	77	71	6	23	-6
My supervisor supports my need to balance work and other life issues. (Q. 42)	72	66	13	21	-6
My talents are used well in the workplace. (Q. 11)	58	53	17	30	-5
How satisfied are you with your opportunity to get a better job in your organization? (Q. 67)	26	22	23	56	-4
My supervisor listens to what I have to say. (Q. 48)	65	62	17	21	-3
My workload is reasonable. (Q. 10)	34	31	8	61	-3
Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor? (Q. 60)	36	34	38	28	-2

Notes: The Decision Aid only includes items 1-71. See Appendix B for a breakdown of the Work/Life results for your agency. Your agency had few respondents, making your percent positive scores less stable and may cause large differences to emerge between the scores.



Decision Aid: Decreases (continued)

	2015 Positive	2016 Positive	2016 Neutral	2016 Negative	Decrease Since 2015
Managers promote communication among different work units (for example, about projects, goals, needed resources). (Q. 58)	52	51	26	24	-1
Employees have a feeling of personal empowerment with respect to work processes. (Q. 30)	30	29	24	- 47	-1
Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well. (Q. 14)	61	60	13	27	-1
In the last six months, my supervisor has talked with me about my performance. (Q. 50)	91	+ 90	3	7	-1
When needed I am willing to put in the extra effort to get a job done. (Q. 7)	94	+ 93	7	0	-1
Pay raises depend on how well employees perform their jobs. (Q. 33)	34	33	23	- 44	-1



Decision Aid: No Change

Identifying Items That Have Not Changed Since 2015

Your percent positive results for these items have not changed since last year. These are items that your agency is maintaining, which can be either a positive, neutral, or negative finding. For example, an item with low percent positive results over several years is a strong indication of a need for focused action. You may also want to consider changing or updating your approach to addressing these issues if the item has been the focus of attention in the past. On the other hand, a trend of stable, high percent positive ratings is a finding that should be celebrated. Review each item carefully to determine whether there may be areas of concern for your agency.

Using the Legend Icons

The legend icons provide context for interpreting results. While these items have not increased or decreased, they still may be causes for celebration or concern depending on the percent positive, negative, and neutral ratings. A new feature this year is the addition of “top pos/neg” icons that highlight where an item is either in the top 10 positive items or top 10 negative items for your agency.

1 Item Did Not Change Since 2015



Strength

These items are 65 percent positive or higher



Caution

These items are 30 percent neutral or higher



Challenge

These items are 35 percent negative or higher



Top Pos/Neg

These items are in your top positive or top negative

	2015 Positive	2016 Positive	2016 Neutral	2016 Negative	Change Since 2015
Overall, how good a job do you feel is being done by your immediate supervisor? (Q. 52)	55	55	16	30	0

Notes: The Decision Aid only includes items 1-71. See Appendix B for a breakdown of the Work/Life results for your agency. Your agency had few respondents, making your percent positive scores less stable and may cause large differences to emerge between the scores.



Appendix A: Item Results and Benchmarks

For each item, your agency's percent positive response is shown on a 0 to 100 scale, with the triangular arrow indicating where your agency falls. The gray bars represent the range of scores for the 40 small independent agencies surveyed that had 10 or more respondents.

To understand how well your agency performed compared to other small agencies, focus on the location of the triangle within the gray bar. If the triangle is toward the right side of the bar, then your agency was above average on that item. If it is at the right edge of the bar, then you had the highest percent positive response for that item. Additionally, you can numerically compare your percent positive to the small agency average, listed to the right of each item.

	0	Low	IAF	High	100	Small Agencies, Combined
My Work Experience						
‡1. I am given a real opportunity to improve my skills in my organization.						70%
2. I have enough information to do my job well.						73%
3. I feel encouraged to come up with new and better ways of doing things.						63%
‡4. My work gives me a feeling of personal accomplishment.						75%
5. I like the kind of work I do.						85%
6. I know what is expected of me on the job.						79%
7. When needed I am willing to put in the extra effort to get a job done.						96%
8. I am constantly looking for ways to do my job better.						91%
9. I have sufficient resources (for example, people, materials, budget) to get my job done.						54%
‡10. My workload is reasonable.						62%
‡11. My talents are used well in the workplace.						61%
‡12. I know how my work relates to the agency's goals and priorities.						84%

Note: Items included on the Annual Employee Survey are noted by a double dagger (‡).



Appendix A: Item Results and Benchmarks (continued)

	0	Low	IAF	High	100	Small Agencies, Combined
‡13. The work I do is important.						88%
‡14. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.						77%
‡15. My performance appraisal is a fair reflection of my performance.						74%
16. I am held accountable for achieving results.						84%
17. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.						65%
‡18. My training needs are assessed.						54%
‡19. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Fully Successful, Outstanding).						69%
My Work Unit						
‡20. The people I work with cooperate to get the job done.						79%
‡21. My work unit is able to recruit people with the right skills.						60%
‡22. Promotions in my work unit are based on merit.						47%
‡23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.						39%
‡24. In my work unit, differences in performance are recognized in a meaningful way.						40%
25. Awards in my work unit depend on how well employees perform their jobs.						49%
26. Employees in my work unit share job knowledge with each other.						77%
27. The skill level in my work unit has improved in the past year.						61%
28. How would you rate the overall quality of work done by your work unit?						87%

Note: Items included on the Annual Employee Survey are noted by a double dagger (‡).



Appendix A: Item Results and Benchmarks (continued)

	0	Low	IAF	High	100	Small Agencies, Combined
My Agency						
‡29. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.						75%
‡30. Employees have a feeling of personal empowerment with respect to work processes.						50%
31. Employees are recognized for providing high quality products and services.						55%
‡32. Creativity and innovation are rewarded.						45%
‡33. Pay raises depend on how well employees perform their jobs.						32%
34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).						61%
‡35. Employees are protected from health and safety hazards on the job.						80%
‡36. My organization has prepared employees for potential security threats.						70%
37. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.						58%
38. Prohibited Personnel Practices are not tolerated.						71%
39. My agency is successful at accomplishing its mission.						77%
40. I recommend my organization as a good place to work.						67%
41. I believe the results of this survey will be used to make my agency a better place to work.						49%

Note: Items included on the Annual Employee Survey are noted by a double dagger (‡).



Appendix A: Item Results and Benchmarks (continued)

	0	Low	IAF	High	100	Small Agencies, Combined
My Supervisor						
‡42. My supervisor supports my need to balance work and other life issues.						85%
43. My supervisor provides me with opportunities to demonstrate my leadership skills.						72%
‡44. Discussions with my supervisor about my performance are worthwhile.						68%
45. My supervisor is committed to a workforce representative of all segments of society.						74%
46. My supervisor provides me with constructive suggestions to improve my job performance.						68%
‡47. Supervisors in my work unit support employee development.						73%
48. My supervisor listens to what I have to say.						82%
49. My supervisor treats me with respect.						85%
50. In the last six months, my supervisor has talked with me about my performance.						83%
‡51. I have trust and confidence in my supervisor.						72%
‡52. Overall, how good a job do you feel is being done by your immediate supervisor?						76%
Leadership						
‡53. In my organization, senior leaders generate high levels of motivation and commitment in the workforce.						46%
54. My organization's senior leaders maintain high standards of honesty and integrity.						58%
‡55. Supervisors work well with employees of different backgrounds.						65%
‡56. Managers communicate the goals and priorities of the organization.						62%

Note: Items included on the Annual Employee Survey are noted by a double dagger (‡).



Appendix A: Item Results and Benchmarks (continued)

	0	Low	IAF	High	100	Small Agencies, Combined
‡57. Managers review and evaluate the organization's progress toward meeting its goals and objectives.						62%
58. Managers promote communication among different work units (for example, about projects, goals, needed resources).						54%
59. Managers support collaboration across work units to accomplish work objectives.						58%
60. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?						62%
‡61. I have a high level of respect for my organization's senior leaders.						56%
62. Senior leaders demonstrate support for Work/Life programs.						65%

My Satisfaction

‡63. How satisfied are you with your involvement in decisions that affect your work?						57%
‡64. How satisfied are you with the information you receive from management on what's going on in your organization?						52%
‡65. How satisfied are you with the recognition you receive for doing a good job?						55%
‡66. How satisfied are you with the policies and practices of your senior leaders?						47%
‡67. How satisfied are you with your opportunity to get a better job in your organization?						35%
‡68. How satisfied are you with the training you receive for your present job?						57%
‡69. Considering everything, how satisfied are you with your job?						69%
‡70. Considering everything, how satisfied are you with your pay?						59%
71. Considering everything, how satisfied are you with your organization?						62%

Note: Items included on the Annual Employee Survey are noted by a double dagger (‡).



Appendix A: Item Results and Benchmarks (continued)



Work/Life Programs

72. Have you been notified that you are eligible to telework? (See Appendix B)

73. Please select the response below that best describes your current teleworking situation. (See Appendix B)

74 - 78. Do you participate in the following Work/Life programs? (See Appendix B)

79 - 84. How satisfied are you with the following Work/Life programs?*

79. Telework		78%
80. Alternative Work Schedules (AWS)		90%
81. Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)		83%
82. Employee Assistance Program (EAP)		74%
83. Child Care Programs (for example, daycare, parenting classes, parenting support groups)		65%
84. Elder Care Programs (for example, support groups, speakers)		64%

* The Work/Life program satisfaction results include only employees who indicated that they participated in the program. If there is no agency score displayed, your agency did not have any employees who participated in the program and answered the item.



Appendix B: Work/Life Programs

Appendix B displays your agency's Work/Life program participation and satisfaction results. Use the Work/Life results to gain an understanding of how your Work/Life programs are utilized and rated.

2016
Percentages

Work/Life Programs

Have you been notified that you are eligible to telework?

Yes, I was notified that I was eligible to telework	100
Yes, I was notified that I was not eligible to telework	0
No, I was not notified of my telework eligibility	0
Not sure if I was notified of my telework eligibility	0

Please select the response below that BEST describes your current teleworking situation.

I telework 3 or more days per week	3
I telework 1 or 2 days per week	46
I telework, but no more than 1 or 2 days per month	22
I telework very infrequently, on an unscheduled or short-term basis	17
I do not telework because I have to be physically present on the job (e.g., Law Enforcement Officers, Park Rangers, Security Personnel)	0
I do not telework because I have technical issues (e.g., connectivity, inadequate equipment) that prevent me from teleworking	4
I do not telework because I did not receive approval to do so, even though I have the kind of job where I can telework	0
I do not telework because I choose not to telework	8

Do you participate in the following Work/Life programs? Alternative Work Schedules (AWS)

Yes	13
No	60
Not Available to Me	27

Do you participate in the following Work/Life programs? Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)

Yes	37
No	59
Not Available to Me	4



Appendix B: Work/Life Programs (continued)

	2016 Percentages
Do you participate in the following Work/Life programs? Employee Assistance Program (EAP)	
Yes	20
No	73
Not Available to Me	7
Do you participate in the following Work/Life programs? Child Care Programs (for example, daycare, parenting classes, parenting support groups)	
Yes	4
No	78
Not Available to Me	18
Do you participate in the following Work/Life programs? Elder Care Programs (for example, support groups, speakers)	
Yes	8
No	74
Not Available to Me	18

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