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FOIA IAF-2021-001

November 12, 2020

Via email

This letter is in response to your Freedom of Information Act (FOIA) email inquiry, received on October 4, 2020. In that email you submitted the following request:

A copy of the IAF Donor Engagement Plan

We have assigned your request as IAF-2021-001. Please reference this number on all future communications. A search was completed and the document most likely responsive to your request was found. The enclosed record, IAF's Donor Engagement Strategy of 31 pages, is being released in part with redactions under Exemption 5 of the FOIA.

The IAF's Donor Engagement Strategy was first drafted in 2016 under previous agency leadership. It has not been adopted by the agency's current administration. In keeping with the spirit of the FOIA, our policy is to make records available to the public to the greatest extent possible. We conducted a foreseeable harm analysis under the FOIA Improvement Act of 2016, and after consulting with a subject matter expert, we do not reasonably foresee that disclosure of this information would harm an interest that the FOIA's exemptions were designed to protect. Please be aware that our decision to release this information does not mean that we have waived our ability to invoke applicable FOIA exemptions for similar or related information in the future.

Exemption 5 allows an agency to withhold "inter-agency or intra-agency memorandums or letters which would not be available by law to a party... in litigation with the agency." 5 U.S.C. § 552(b)(5). Exemption 5 therefore incorporates the privileges that protect materials from discovery in litigation, including the deliberative process, attorney work-product and attorney client. We are withholding under Exemption 5 because the information qualifies to be withheld under the deliberative process privilege.

The deliberative process privilege protects the decision-making process of government agencies and encourages the "frank exchange of ideas on legal or policy matters." *Mead Data Cent., Inc. v. United States Dep't of the Air Force*, 566 F.2d 242, 256 (D.C. Cir. 1977). The deliberative process privilege protects materials that are both predecisional and deliberative. The privilege covers records that "reflect the give-and-take of the consultative process" and may include "recommendations, draft documents, proposals, suggestions, and other subjective documents which reflect the personal opinions of the writer rather than the policy of the agency." *Coastal States Gas Corp. v. United States Dep't of Energy*, 617 F.2d 854, 866 (D.C. Cir. 1980).

Your request is now considered closed. Please note that you have the right to file an administrative appeal within 90 days of the date of this letter. By filing an appeal, you preserve your rights under the FOIA and give the IAF a chance to review and reconsider your request and the agency's decision.

If you would like to discuss our response before filing an appeal to attempt to resolve your dispute without going through the appeals process, you may contact me or our FOIA Public Liaison, Ms. Lesley Duncan for assistance at the below listed mailing address or at lduncan@iaf.gov or (202) 688-3047.

If you are unable to resolve your FOIA dispute through our FOIA Public Liaison, the Office of Government Information Services (OGIS), the Federal FOIA Ombudsman's office, offers mediation services to help resolve disputes between FOIA requesters and Federal agencies.

The contact information for OGIS is:

National Archives and Records Administration
Office of Government Information Services
8601 Adelphi Road- OGIS
College Park, MD 20740-6001
ogis@nara.gov
202-741-5770

Regards,

Aswathi Zachariah
General Counsel



IAF Donor Engagement Strategy

October 2016

Making the Case for a Donor Engagement Strategy

This donor engagement guide is intended to serve as a fundraising blueprint that will allow the IAF to launch a successful campaign for the upcoming 2017 calendar year and subsequent fundraising campaigns over the next 5 years ending in 2021.

Previous fundraising efforts led by the agency have been reactive to changes in competition, funding sources, target needs and capacity issues. Having a strong strategic plan in place before embarking on fundraising efforts will give the IAF credibility and allow us to be more proactive in our donor engagement goals - even before the first dollar is raised.

The IAF's External and Government Affairs Office (EGA) has identified target audiences and the strategic direction for each type of prospect listed in this document. The donor engagement plan lays out concise objectives and recommends a course of action in order to accomplish the IAF's strategic goal number four¹ and successfully raise (b) (5)

The Benefits of a Donor Engagement Strategy

...

- o Establishes who the IAF is and what the IAF does (mission and vision).
- o Builds consensus, agency-wide, on donor engagement targets and fundraising goals.
- o Establishes a time frame to set realistic outcomes and measurable goals.
- o Identifies those responsible, IAF staff, for leading certain tasks.

¹ Increase awareness, understanding and support for the IAF and its program among key audiences in order to draw more resources into grassroots development

² (b) (5)

Donor Engagement Strategy Framework

Target Audience

- Audience the IAF has identified as potential prospects for donor engagement.

Plan and Rationale

- Description of why the target audience is important.
- Fundraising climate around target audience (background and opportunities for engagement).

Strategy

- How IAF will meet the goals set per target audience.
- Focus on cultivation, solicitation, and stewardship strategies.

Staff Time

- Average time spent on cultivation, donation, and stewardship of prospects.

Board of Directors/Advisory Council Member Time

- (b) (5)

Direct Cost

- Estimate of what the IAF would need to invest in order to successfully cultivate the target audience.

Timetable

- Length of campaign and schedule of next steps in the life of the strategy. The timetable included for all prospects have dates identified by EGA as “key dates” for engagement. However, donor engagement is an ongoing process and each step will reflect this and be analyzed on a case-by-case basis.

Projected Income

- The amount expected to fundraise per target audience. Since the IAF does not have a previous record of tracking projected income for fundraising, these numbers will be estimates that reflect goals outlined in the IAF’s strategic plan (2013-2017).

Value Proposition

- A tangible and compelling explanation of why the target audience should engage and donate to the IAF (value to prospect). These items will be tailored as the IAF begins conversations with prospects who have specific asks. The propositions outlined here can serve as a guide.

Measurement

- Metrics on how each target audience strategy will be measured.

Donor Engagement Lifecycle

How to engage and retain IAF Target Audiences

Recruit –

- Get key audiences excited and motivated about the IAF
 - Website (www.iaf.gov)
 - Newsletter (IAF Update)
 - Social media (Facebook, Twitter, Instagram)
 - In-person meetings/presentations
- Share stories from grantee partners
 - Success stories
 - Moving photos/videos
- Stress the importance of IAF work in promoting and investing in grassroots development to help communities in Latin America and the Caribbean thrive
- Inspire donors to join the IAF's work and give them a perspective that their support can have a lasting impact on our grantee partners and the region.

Learn –

- Get to know target audiences
 - Interest in IAF – why and in what capacity?
 - Prior giving/partnership history and other interests
 - Noteworthy individuals
- This information will help choose the right engagement opportunities.

Engage –

- Connect via Social Media channels and online communications (newsletter)
 - Follow up with messages that convey action
- General IAF events as offline opportunities to directly connect and network with donors
- Board/Advisory Council member facilitated meetings

Ask –

- Once a prospect learns about the IAF and becomes engaged in some capacity, the IAF can ask for a donation (in-person, proposal, other asks)

Thank –

- Retain donors through thank you and other follow-up messages (annual reports, newsletters, mid and end of year reports)
 - 63% of repeat donors will continue to give³
- Show impact (data, photos, success stories)



³ CauseVox, Donor Cycle

Target Audiences

IAF Board of Directors and Advisory Council Engagement

Plan and Rationale

(b) (5)

1. (b) (5)

(b) (5)

Strategy

• (b) (5)

⁴ (b) (5)

- (b) (5)

Staff Time

Donor Engagement Coordinator and Executive Assistant: (b) (5)

- Will work to develop and help execute an engagement plan tailored to IAF board and advisory council members.

President and CEO and Managing Director, External and Government Affairs: (b) (5) each.

- Will be responsible for senior level and agency-wide implementation of board and advisory council member strategy.

Board and Advisory Council Member Time

- (b) (5)

Direct Cost - Travel

Calendar Year	2017	2018	2019	2020	2021
Total Cost	(b) (5)				

For direct travel costs the average expense is assumed to be (b) (5). This table reflects travel costs for board/advisory member support at 4 for donor engagement events per year.

Projected Income

Calendar Year	2017	2018	2019	2020	2021
Soft Credits*	(b) (5)				
Direct Giving					
Total Income					

*Soft credits refer to the dollar amount board /advisory council members help secure from other prospects.

Timetable

(b) (5)

Value Proposition

- (b) (5) [REDACTED]

Measurement

- (b) (5)

[illegible]

Self-Evaluation for Board and Advisory Council Members

Individuals

Plan and Rationale

Giving USA, the longest-running and most comprehensive report of its kind in America, found that in 2015, the largest source of charitable giving came from individuals at \$268.28 billion (average gift is \$60). As opposed to foundation and corporate gifts that are typically restricted to a specific purpose, individual giving is generally unrestricted. Unrestricted dollars will enable us to allocate our resources more efficiently and where the needs are greatest. The individual target audience covers two segments major donors and small (online) donors.

To boost individual donor giving to significant levels, both online and major gifts, the IAF would need to devote more staff time. This includes cultivation, to solicitation, to stewardship after a donation has been made.

Small donors:

- Online giving via the IAF website will be the primary method of engagement for small donors. (b) (5)

Donating online is easy and quick. It has grown more than 14.3% since 2012, and it is the go-to method of giving for millennials⁵

- (b) (5)

Major gift donors:

- (b) (5)

- Individual giving, \$264.58 billion, increased 3.8 percent in current dollars (and 3.7 percent when inflation-adjusted) over 2014⁷.
 - Foundation giving, \$58.46 billion.
 - Corporate giving, \$18.45 billion.

Strategy

- Identify, cultivate and steward (b) (5) individuals who might be interested in the IAF's mission and who have the financial capacity to donate as a major donor. (b) (5)
- Develop electronic solicitations – for larger numbers of prospects at lower giving levels—entry level giving.

⁵ Blackbaud Online Giving Report

⁶ Stanford Social Innovation Review - http://ssir.org/articles/entry/to_boost_individual_donor_giving_nonprofits_need_a_plan

⁷ Giving USA Report 2015

- Evolve donate button to include specific donor directive options by strategic theme and country (can be specific to a country, program, cause, grantee partner).
- Send 2 solicitations per year with email reminders (annual campaigns including Giving Tuesday)
- (b) (5)
- Build relationships with Individual donors (both small and major gifts) through the following channels:
 - IAF sponsored events
 - Networking opportunities (external events, Board/Committee and Staff referral)
 - Face to face meetings (external events, Board/Committee and Staff referral)
 - Newsletters (bi-weekly and online)
 - Social media communications (Instagram, Twitter, Facebook)

Staff Time

Donor Engagement Coordinator: (b) (5)

- Will be responsible for coordinating and updating online asks.
- Outreach
- Will lead and conduct donor vetting process for individual giving (b) (5)
- Prepare thank you notes for donations received and subsequent donor engagement to ensure repeat donations.

Managing Director, External and Government Affairs: (b) (5)

- Involvement in donor vetting process
- Will make decisions on individual giving prospects
- Provide strategic guidance related to cultivating, pitching, renewing and upgrading individual prospects and donors

EGA Staff: (b) (5)

- Support uploading and monitoring online giving page/campaigns

Board and Advisory Council Time

- Approximate: (b) (5)

Direct Cost

Expenses	2017	2018	2019	2020	2021
Major Gifts	(b) (5)				
Online donations					
Donor Database					
Total					

- Donor database cost: (b) (5)

Will facilitate keeping records of donations received, interactions with individual, and communications sent to donor.

- Cost per transaction via Pay.gov: (b) (5)

Projected Income

Calendar Year	2017	2018	2019	2020	2021
Major Gifts	(b) (5)				
Online Donations					
Total Income					

- Average website traffic that result in donations: 7.6% (industry average)
 - IAF is new to online giving, and (b) (5)
- Unique visitors to IAF website per month: 3,000
 - Latest tracking as of August 2016
- Average gift made online: \$60 (industry average).

Timetable

(b) (5)	

Value Proposition

- 100 percent of your tax-deductible donation goes directly towards funding grassroots projects in Latin America and the Caribbean.
- Your gift will support the Inter-American Foundation's continued mission of providing development assistance directly to the organized poor in Latin America and the Caribbean in order to help communities thrive.
- Your support will help to build bonds of friendship and understanding among people of the Americas.
- (b) (5)

Results

- IAF grantee partners are better prepared to participate in programs of their local or national government or private philanthropic initiatives and to partner with other like-minded organizations.
 - In FY15, more than 300,000 people and 280 community-based organizations benefited directly from projects in 20 countries in Latin America and the Caribbean.

Measurement

- Track movement of individual donors through cultivation stages and to ensure timely renewals/upgrades from existing individual donors.
- Provide analysis on capacity to give and likelihood of converting prospects to donors, driving toward internal revenue, donor retention and diversification goals.
- Track and analyze results to increase the rate of return of IAF online campaigns.
 - Google Analytics
 - Pay.gov
 - GovDelivery

Corporations

Plan and Rationale

In 2015, corporate giving to charities totaled \$18.45 billion – a 3.9% increase from previous giving levels in 2014⁹. Corporate giving presents an opportunity for the IAF (b) (5) and forge robust relationships that directly benefits the communities we serve.

- Good Citizenship
 - Adds worth to the company and the IAF
 - Long-standing partnerships allow the IAF and the company to work together, while utilizing one another's strengths.
- Many corporations today are looking to have a bigger impact in foreign markets and communities where they have a presence.

Over the past decade, support for international causes has soared, with corporate giving in particular outpacing all other grantmaking¹⁰. To pursue corporate fundraising, the IAF needs to evaluate what the community and agency impact will be with a corporate partnership. (b) (5)

Strategy

- (b) (5)

⁹ Giving USA: 2015 Was America's Most-Generous Year Ever

¹⁰ Council on Foundations – International Corporate Giving

■ (b) (5)

■

■

■

•

Staff Time

Donor Engagement Coordinator: (b) (5)

- Will be responsible for coordinating and updating donor database to record meetings, point of contact and donations/pledges.
- Will lead and conduct donor vetting process and research for corporate prospects
- Prepare thank you notes and reports for donations received and subsequent donor engagement to ensure repeat donations.

President and CEO and Managing Director, External and Government Affairs: (b) (5)

- Network and conduct meetings with corporate prospects
- Involvement in donor vetting process
- Will make decisions on corporate prospects and next steps
- Provide strategic guidance related to cultivating, pitching, renewing and upgrading corporate donors.

Other IAF Staff (Office Directors, Foundations Representatives, Program Staff Assistants): (b) (5)

- Involvement in donor vetting process (as needed)
- Support identifying and facilitating contact with IAF grantee partners (as needed)

Board and Advisory Council Time

- Approximate: (b) (5)

Direct Cost

Expenses	2017	2018	2019	2020	2021
Travel	(b) (5)				

Projected Income

	2017	2018	2019	2020	2021
	(b) (5)				

The projected income from corporate giving is an estimate, given the IAF has no prior experience fundraising within this context. Projected income will be determined based on the respective company's giving to similar organizations/agencies.

Timetable

	2017-2021	
Recruit	(b) (5)	
Learn		
Engage		
Ask		
Thank		

Value Proposition

The generous contributions and support from our corporate partners allows IAF to promote and invest in grassroots development to help thousands of communities in Latin America and the Caribbean thrive. We collaborate with each partner on goals and actions, investing funds in projects that ensure the highest impact in the region.

Through a partnership with the IAF, corporations can:

- Maximize their return on investment and increase their impact through leverage (our grantee partners bring \$1.36 of counterpart resources for every \$1.00 of IAF support)
- Meet their sustainability and corporate social responsibility goals
- Improve competitiveness in the marketplace (Latin America and the Caribbean)
- Increase their exposure to local business and grassroots organizations in the region.

Measurement

- Track movement of corporate donors through cultivation stages and donation.
- Provide analysis on capacity to give and likelihood of converting prospects to donors, driving toward internal revenue, donor retention and diversification goals.

Private Foundations and Public Foundations

Plan and Rationale

In 2015, Foundation giving totaled \$58.46 billion – a 6.5% increase compared to 2014 giving levels¹¹. (b) (5)

[REDACTED]

Foundations are open to supporting new programs. (b) (5)

[REDACTED]

Elements to consider for Foundation Giving

- (b) (5)
- [REDACTED]

Strategy

- (b) (5)
- [REDACTED]

¹¹ Giving USA: 2015 Was America's Most-Generous Year Ever

- (b) (5)

Staff Time

Donor Engagement Coordinator: (b) (5)

- Will be responsible for coordinating and updating donor database to record meetings, point of contact and donations/pledges.
- Will lead and conduct donor vetting process and research for Foundation prospects.
- Prepare thank you notes and reports for donations received and subsequent donor engagement to ensure repeat donations from foundations.

President and CEO and Managing Director, External and Government Affairs: (b) (5)

- Conduct meetings with prospects
- Involvement in donor vetting process
- Will make decisions on foundation prospects and next steps for cultivation/solicitation.
- Provide strategic guidance related to cultivating, pitching, renewing and upgrading corporate donors.

Other IAF Staff (Office of Networks and Strategic Initiatives, Office Directors, Foundations Representatives, Program Staff Assistants): (b) (5)

- Involvement in donor vetting process (as needed)
- Support identifying and facilitating contact with IAF grantee partners (as needed)

Board and Advisory Council Time

- Approximate: (b) (5)

Direct Cost

Expenses	2017	2018	2019	2020	2021
Travel	(b) (5)				

Projected Income

	2017	2018	2019	2020	2021
	(b) (5)				

Time Table

Foundations often have defined funding cycles with application deadlines (usually two per year). Dates in this time table might not be applicable to all Foundations, but will provide guidance on the process of donor engagement and solicitation.

	2017-2021		
Recruit		(b) (5)	
Learn			
Engage			
Ask			
Thank			

Value Proposition

The generous contributions and support from Foundations allow the IAF to promote and invest in grassroots development to help more than 270 communities in Latin America and the Caribbean thrive.

Why the IAF is a good investment:

- 100% of Foundation donations go to programs and grantee partners
 - General operating funds are supported by congressional appropriations
- 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.
- 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.

Measurement

- (b) (5)

U.S. Government Agencies

Plan and Rationale

Inter-agency partnerships provide funding, skills and resources that would position the IAF to expand our reach in the region. Additionally, engaging with other U.S. government agencies will (b) (5) and allow the IAF to fund multi-year programs.

An inter-agency transfer of funds to IAF from USAID/State Department for work in Central America will be a priority for the agency in FY17. In the FY16 Appropriations Act, Congress included a recommendation for transfer of funds to the IAF in support of the US Strategy for Central America. Mark-ups for the FY17 appropriations bill also include language supporting a transfer of funds to IAF in support of the US strategy for Central America. Effective use of the FY16 funds and continued inter-agency engagement related to the potential for an FY17 transfer will be areas of high priority for the agency.

The IAF will continue to explore similar transfer opportunities in regions and thematic areas beyond Central America.

Strategy

- (b) (5)

■

■

■

Staff Time

Donor Engagement Coordinator: (b) (5)

- Will be responsible for coordinating and updating donor database to record meetings, point of contact and next steps.
- Will lead research and forward recommendations.
- Prepare thank you notes and reports for donations received and subsequent donor engagement to ensure repeat donations.

President and CEO and Managing Director, External and Government Affairs: (b) (5)

- Represent the agency at key meetings
- Will make decisions on proposal/partnership and next steps for cultivation/solicitation.
- Provide strategic guidance related to cultivating, pitching, and soliciting USG agencies.

Other IAF Staff (Office Directors, Foundations Representatives, Program Staff Assistants, EGA): (b) (5)

- Support identifying and facilitating contact with IAF grantee partners (as needed)
- Research and background on USG agencies

Board and Advisory Council Time

- Approximate: (b) (5)

Direct Cost

Expenses	2017	2018	2019	2020	2021
Travel	(b) (5)				

Projected Income

	2017	2018	2019	2020	2021
	(b) (5)				

Timetable

Dates in this time table might not be applicable to all USG Agencies, but will provide guidance on the process of donor engagement and solicitation.

	2017-2021	
Recruit	(b) (5)	
Learn		
Engage		
Ask		
Thank		

Value Proposition

- The IAF's work complements the investments of other U.S. agencies to improve state institutions for better governance, security and prosperity.
- Partnership with other USG agencies will enable the IAF to deepen its impact in Central America at a very low cost for agencies involved.
- 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 from other agencies.
- 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.

Measurement

- Track shared priorities and outcomes of partnership/grant
 - Were goals met?
 - Breakdown of how funds were use

- Review preparation, processing, coordination, execution, administration, and close-out of partnership/grant

Total Fundraising in FY2017 (Projected)

		2017	2018	2019	2020	2021
Target Audience	Board of Directors/Advisory Council	(b) (5)				
	Individuals					
	Corporations					
	Foundations (Public and Private)					
	U.S. Government Agencies					
	TOTAL					

Pros and Cons of Target Audiences

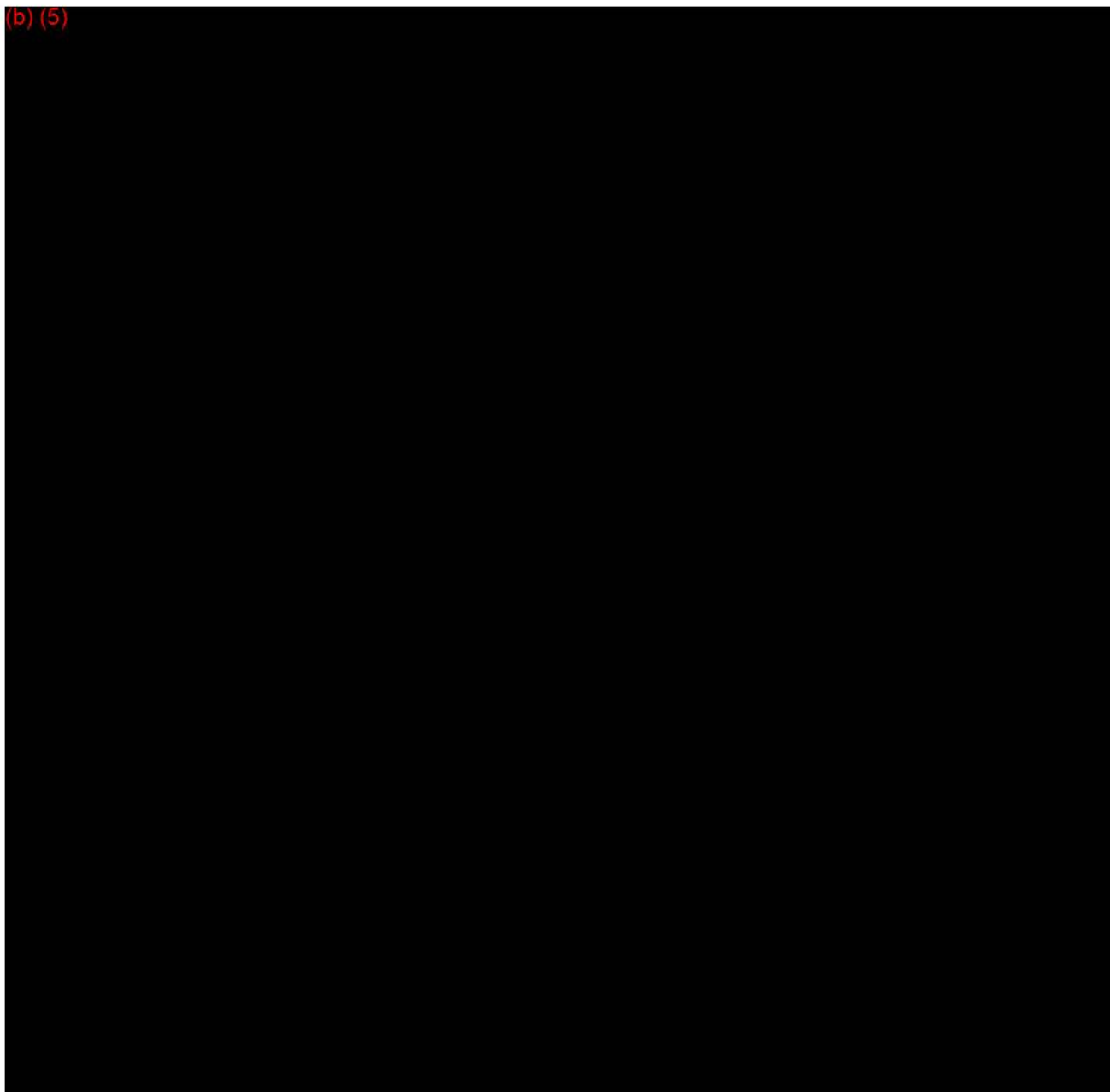
Sources	Pros	Cons
Board of Directors/Advisory Council	(b) (5)	
Individuals		
Corporations		
Foundations		
USG Agencies (inter-agency)		

*CompassPoint Nonprofit Services

Priority Target Audiences for FY2017

- (b) (5) [Redacted]
- i [Redacted]

IAF Donor Engagement Strategy Timeline for Board of Directors and Advisory Council



*Additional dates and goals will be added to timeline as needed.

Prospective Partners

The organizations on this list for both Foundations and Corporations were identified based on the following criteria:

- (b) (5) [REDACTED]

Foundation Prospects for FY17

(b) (5) [REDACTED]

Corporation Prospects for FY17

(b) (5) [REDACTED]

Appendix

Donor Vetting Guidelines

Purpose:

- A donor vetting process allows the IAF to perform due diligence on every organization/individual interested in partnering with or donating to the agency.
- The donor vetting process will be reviewed periodically and implemented by EGA through a cross-functional working group.

General Guidelines:

- EGA will lead donor engagement and vetting processes but has affirmative responsibility for seeking input from relevant offices and co-leading when appropriate.
- EGA will collect and review documentation (as available or applicable) for every organization or individual that is identified, including:
 - Legal documents
 - Financial records
 - Program materials
 - Lists of senior staff and board members
 - Organization History/Individual Biography
 - Organization's relationship with other entities/individuals
 - Interest in IAF partnership/donation
 - Previous relationship with IAF
 - Knowledge of the agency
 - Proposed partnership/funding opportunity
- (b) (5)
- All donor opportunities (individual major gifts, corporation, foundation, and inter-agency) must pass through the vetting process.

- (b) (5)

(b) (5)



(b) (5)



(b) (5)



Current Individual Giving Projects

Donate Page



Your gift will support the Inter-American Foundation's continued mission of providing development assistance directly to the organized poor in Latin America and the Caribbean in order to help communities thrive.

Yes, I'd like to make a donation

Why Donate?

Private giving is essential to the IAF's ability to build the bonds of friendship and understanding among the peoples of this hemisphere. Through your generous contribution, the IAF can increase awareness, understanding and support for grassroots development in the communities we support. As an independent agency of the United States Government, Federal appropriations are, and will continue to be, the bedrock of the IAF's operating budget. However, one of our continuous challenges stems from reduced financial resources from Congressional Appropriations and the Social Progress Trust Fund, encouraging the IAF to diversify its funding. Private support ensures the IAF can continue to support the best ideas emerging from the region, as well as serve as an effective and transparent channel for foreign assistance.

Is my donation to the IAF tax deductible?

All donations are tax deductible under 170(c) of the U.S. Internal Revenue Code, in accordance with IRS regulations. This is comparable to donations to a 501(c)(3) corporation.

Can I designate my gift to a certain program or country?

We appreciate your interest in supporting our projects. While it is possible to have your gift directed toward a specific initiative or country where we are currently working, we ask that you contribute to unrestricted funding. By not restricting your contribution for a specific project or country, you will enable us to allocate our resources more efficiently and where the needs are greatest.

In order to restrict an online donation to a specific country or initiative, you must send an email to donate@iaf.gov after your transaction on Pay.Gov is complete. In your email, please tell us to which country or initiative you would like the funds directed. Please include your name, the amount of the donation, and your donation confirmation number so that we can locate your record.

Donor Privacy Policy

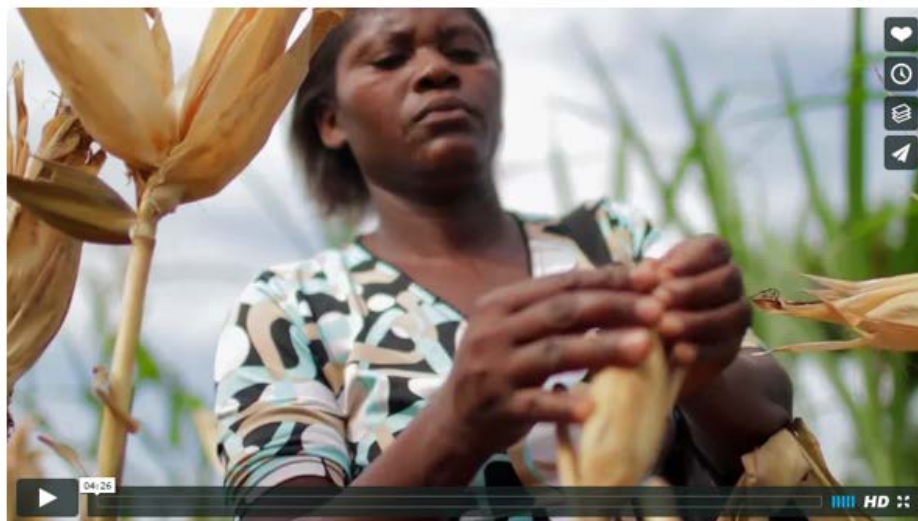
The Inter-American Foundation is committed to respecting the privacy of donors. The types of donor information that it collects and maintains are as follows: Contact information: name, address, telephone number and email address, publications received and special requests for program information provided by the donor in the form of comments and suggestions. The Inter-American Foundation uses donors' information to understand their interests in its mission and to update them on the Foundation's plans and activities. It is shared with staff, board

members, and consultants only on a “need-to-know” basis. The Inter-American Foundation also assures donors that their names and addresses will not be shared with any third party. If you have comments or questions about the Inter-American Foundation’s donor privacy policy, please email donate@iaf.gov or call (202) 688-3051.

Newsletter Subscription Email



Thanks for Subscribing!



Welcome to the Inter-American Foundation online community! You have successfully subscribed to receive our newsletter and updates from the IAF and our Grantee Partners.

As you wait for the next issue, check out our work in action and see how we help communities thrive. It's a great place to get started.

CONNECT WITH US



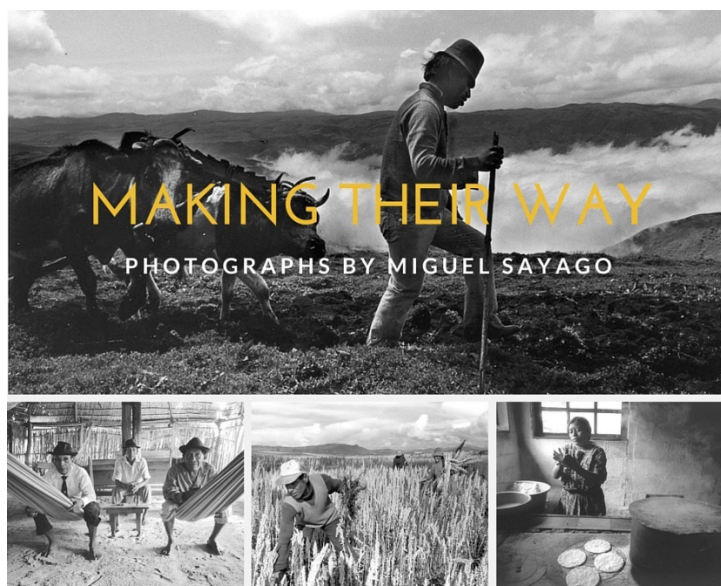
Newsletter Donate Banner

SUPPORT OUR GRANTEE PARTNERS

Together, let's help communities thrive



Making their Way Campaign (November 2016)



[The Inter-American Foundation](#) (IAF) was created by the United States Congress in 1969 to channel development assistance directly to the organized poor in Latin America and the Caribbean. It has supported the creativity and commitment of communities aspiring to a better life while preserving their values and traditions. [Making their Way: Views of Grassroots Development in Latin America and the Caribbean](#), is a collection of photographs by Chilean photographer Miguel Sayago taken while on assignment for the IAF. These photos capture a small sample of our grantee partners and the communities where they live.

Together, the IAF and its grantee partners have improved conditions for thousands of families throughout the hemisphere. Help us continue to tell the story. The first 50 people to make a gift of \$250 or more will receive a copy of Making Their Way. [Donate to the IAF today!](#)

Yes, I'd like to make a donation

All donations made to the IAF are tax deductible under 170(c) of the U.S. Internal Revenue Code, in accordance with IRS regulations. This is comparable to donations to a 501(c)(3) organization.