

Inter-American Foundation
Meeting of the IAF Board of Directors
Monday, May 6, 2019

The board of directors of the Inter-American Foundation (IAF) met at the IAF office at 1331 Pennsylvania Avenue, NW Washington, DC 20004, on May 6, 2019. Advisory council members Ambassador Watson and Winsome Leslie joined Board Vice Chair Juan Carlos Iturregui and member Jack Vaughn at the IAF, while Board Chair Eddy Arriola and member Lou Viada joined the meeting via teleconference. IAF staff members in attendance included Paloma Adams-Allen, president and chief executive officer; Lesley Duncan, chief operating officer; Raquel Gomes, managing director for learning and impact; Marcy Kelley, managing director for the office of programs; Paul Zimmerman, general counsel; Amber Forbes, senior advisor; Marko Dolan, deputy managing director for the office of programs; Jacquelyn Dolezal Morales, digital communications specialist; Gaby Boyer, foundation representative for Nicaragua and community asset mobilization; David Fleischer, foundation representative for Brazil and Uruguay; and Kaitlin Stastny, program staff assistant.

I. CALL TO ORDER

Chairman Arriola called the meeting to order at 10:04 a.m.

II. APPROVAL OF THE MINUTES

The minutes of the Nov. 19, 2018 board meeting were approved and adopted by a unanimous voice vote.

III. AGENDA OVERVIEW AND UPDATES

Chairman Arriola expressed excitement about hearing updates on the upcoming board trip and 50th anniversary celebration. The IAF President and CEO, Paloma Adams-Allen, followed up with a short update on developments since the November meeting: the fiscal year 2020 (FY20) budget, the fiscal year 2018/2019 (FY18/19) Central America transfer, new programmatic initiatives, and the latest planning for the 50th anniversary.

Adams-Allen began by stating that despite the ten-week long government shutdown that began at midnight on Dec. 21, 2018 and ended on Jan. 28, 2019, IAF staff remain committed to the mission and to advancing the foundation's work. Adams-Allen reminded participants of the IAF's fiscal year 2019 (FY19) appropriation that allocated \$22.5 million for the agency through Sept. 30, 2019. She noted that the \$10 million transfer in Central America Strategy funding from the United States Agency for International Development (USAID) remains on hold as part of the broader pause in U.S. assistance linked to the Central America Strategy.

Next, Adams-Allen mentioned that, as in previous fiscal years, the president's budget proposal for FY20 consolidates the IAF [and USADF] into USAID and provides \$3.5 million to "conduct an orderly closeout of activities, which includes sufficient funding for severance payments for those functions not merged into USAID." As in past years, the IAF opted not to prepare a Congressional Budget Justification supporting the consolidation proposal. She stated that IAF leadership and staff have responded to several requests from the appropriations and authorizing committees for written and in-person briefings on the foundation's programming in the Northern Triangle countries of Central America and Colombia. As required by law, the House and Senate appropriations committees are now preparing their respective spending bills. Both chambers will then conference to come up with a final appropriations bill.

Lesley Duncan, the IAF's chief operating officer, briefed on the agency's accountability and transparency reports, noting that the IAF submitted its FY19 Operating Plan and the FY18 Annual Performance Report to Congress in April. As required by law, these reports are also publicly available through the IAF's website. Duncan also discussed personnel actions for filling several vacant positions, including for a Managing Director for External and Government Affairs and Public-Private Partnerships Specialist. Furthermore, she also stated that the IAF aspires to address staffing gaps in the Office of Learning and Impact. In response to a question, Duncan clarified that recent hiring actions have been to fill existing vacant positions, with the exception of the public-private partnerships specialist role. Adams-Allen shared that the IAF is in the final stages of hiring a public-private partnerships specialist, to which board and advisory council members expressed strong support.

Eastern Caribbean. Adams-Allen provided a brief update on IAF's re-entry into the Eastern Caribbean and the agency's partnerships strategy in the region. She shared that, on April 12, the IAF formally joined the U.S.-Caribbean Resilience Partnership, a new initiative between the United States and CARICOM Caribbean nations to strengthen the region's resilience and response to natural disasters. She discussed her participation in the launch in Miami that took place in April, where she announced a partnership between the IAF and the Organization of Eastern Caribbean States (OECS) to support grassroots development, as well as new funding for community-led disaster resilience efforts in the Eastern Caribbean. The OECS partnership is also intended to help the IAF accelerate the building of its proposal pipeline for the region.

Marko Dolan, deputy managing director for the office of programs, joined Adams-Allen in describing the IAF's funding strategy in the Eastern Caribbean. He noted that the IAF has been successful in identifying and connecting with potential grantee partners in the Eastern Caribbean and anticipates funding to begin in four countries starting in June. Members of the board and advisory council congratulated the IAF's progress in this area and provided ideas for how strategic partnerships could be developed and leveraged.

Venezuela. Adams-Allen and Dolan also discussed the recent call for proposals made to current and former grantees from Colombia, Brazil, Peru, and Ecuador to support displaced Venezuelans. In just over one month, the IAF received 20 proposals with nearly \$4 million requested. The IAF

plans to invest \$1.5 million for 10 project starting in June. Board and advisory council members discussed ideas for tracking results and capturing impact.

IV. IAF'S 50th ANNIVERSARY

Adams-Allen noted that the IAF will have been successful in celebrating and leveraging its 50th anniversary, if by the end of the campaign, the agency has activated supporters, developed compelling communications products, compiled well-grounded historic records, and brought on new partners and donors. She remarked that planning the 50th anniversary has been a collective effort and that each staff member is participating in at least one committee (Communications, Grants, Fundraising, Special Events, and Alumni). Members from some of the committees were present at the meeting and provided updates.

A. Activated Supporters

Adams-Allen gave an overview of the efforts to activate supporters, noting that the alumni committee engaged former IAF staff in feedback sessions to vet historic grants that will be used in substantiating communications products (more on this below). In addition, the IAF's external and government affairs office has been working with several congressional offices to advance a bi-partisan resolution recognizing the IAF at 50 years. In early May, supporters in the Senate Foreign Relations Committee finalized a draft resolution saluting the IAF's 50 years of impact in grassroots development and affirming the agency's continued independence. Board members inquired whether the resolution would be read on the floor, to which Adams-Allen stated she believed so.

B. Compelling Communications

Raquel Gomes, the managing director for the office of learning and impact, noted that the communications committee has been advancing the IAF's vision for the 50th anniversary in five principal areas: messaging, signature video, 50th webpage, logo and tagline, and Op-Ed ideas.

Messaging. Amber Forbes, senior advisor, noted the 10 key themes developed with Ward Circle, the communications firm working with the IAF to support the 50th anniversary. She underscored that the themes fall into two broad categories—first, *how we work*, and second *our impact*. Forbes concluded by stating that these themes, taken together and tailored to specific audiences, help define the “IAF niche” as a unique and effective U.S. development agency. Board members expressed agreement, but emphasized the importance of semantics in messaging. A short discussion ensued regarding potential alternative phrasing of some themes, among them the use of common terminology like “accountable” and “transparent” instead of sector-specific jargon.

Updated Signature Video. Meeting participants viewed the IAF's current signature video, which was followed by a discussion on refining and updating the video. Forbes noted that the current video focuses on the IAF's community-led ethos to the exclusion of other key themes. The

proposed changes include adding current leadership and weaving in some of the aforementioned key themes. In addition to the updated signature video, the IAF also plans to 1) add short video clips throughout the IAF website to underscore key messages; and 2) create an explainer video demonstrating how the IAF works, which may be done via whiteboard animator. Board and advisory council members offered reflections on making the video more visually compelling, dynamic, and useful for the 50th anniversary celebration.

50th Webpage. Next, Gomes discussed ideas for improving the IAF website and the creation of a 50th anniversary landing page. The centerpiece of the page is an interactive timeline that features illustrative grants and allows viewers to explore the IAF through the decades. Gomes noted that the IAF's grant making history was mapped by a recent staff member and that a working group of former staff vetted the findings and provided valuable feedback into the selection process and narrative descriptions of each decade. Jacquelyn Dolezal Morales, the IAF's new digital media specialist, presented a mock-up of the 50th webpage. Board and advisory council members congratulated the team for their outstanding work and brainstormed how to continue to make the website user-friendly, infographic-rich, and effective at reaching external audiences. Specifically, board and advisory council members encouraged adding historical context and emerging trends on the timeline, and ensuring that the site is mobile-friendly and functional across different platforms.

IAF Logo & Tagline. Gomes noted that Ward Circle played a key role in designing a 50th logo for the IAF that could double as a redesigned logo for future use. IAF staff collectively reviewed nine options and selected five, which were displayed for meeting participants. Board and advisory council members agreed that the IAF should select a logo, not only to mark the 50th, but to represent the agency into the future. Option two was favored by all, albeit, participants provided additional recommendations to improve that version.

Gomes then presented four possible IAF taglines, suggested by staff as part of an internal contest. Board and advisory council members engaged in a brief discussion on the taglines before choosing *Empowered Communities, Sustainable Results* as their top pick.

Op-Ed Ideas. Gomes shared four op-eds and blog ideas to help celebrate the 50th anniversary and increase awareness of the IAF model and impact. She encouraged board members who are considering authoring or co-authoring a blog or op-ed to make their interest known to IAF President Paloma Adams-Allen, and reiterated that the IAF is ready and willing to support the process as needed, be it with brainstorming possible ideas and/or writing or reviewing drafts. A short discussion followed in which members inquired as to the timeline for authoring/co-authoring a piece, length of written pieces, and possible themes to explore.

C. Well-Grounded Historical Records

Marcy Kelley, managing director for the office of programs, introduced the foundation's 50th Anniversary Grants Tracker, and a leave-behind of 50 emblematic grants was shared with the group. Gaby Boyer, foundation representative for Nicaragua and community asset mobilization,

and David Fleischer, foundation representative for Brazil and Uruguay, provided an overview of the process the committee followed to vet selected grants and ensure the IAF portfolio was well represented. Board and advisory council members were impressed with the handout and identified strategic ways to target audiences through social media posting, such as featuring one grant a week for 50 weeks, and suggested the use of an infographic based on the content.

D. New Donors and Partners

Paul Zimmerman, the IAF's general counsel, briefly shared efforts underway by the fundraising committee. As the IAF eagerly awaits the start of the new public-private partnership specialist, the fundraising committee is mapping and documenting current and ongoing partnerships and potential leads for future engagement. He noted that the committee hopes to conduct a similar download with board and advisory council members. Ultimately, the results from this mapping exercise will be provided as background to the public-private partnership specialist as input for a fundraising and donor engagement strategy.

A short discussion ensued on the IAF's gift acceptance and donor acknowledgment practices. In response to a question, Zimmerman explained that there are no restrictions on publicizing our partnerships and that partnerships require the agency to adhere to donor intention. He also clarified that the IAF website states that donations are tax deductible and the agency provides letters on tax deductibility to donors regularly.

VI. ADJOURNMENT

Chairman Arriola inquired about the IAF oversight trip. Adams-Allen reminded participants that the board trip will take place the week of September 30th in Oaxaca and Mexico City. Without any new business to discuss, Arriola adjourned the meeting at 12:42 p.m.