Inter-American Foundation  
Meeting of the IAF Board of Directors  
Tuesday, November 9, 2021

The Board of Directors (the Board) and the Advisory Council of the Inter-American Foundation (IAF) met via video conference on November 9, 2021. Board Chair Eddy Arriola was joined by Vice Chair Juan Carlos Iturregui, Secretary Jack Vaughn and members Kelly Ryan, and Luis A. Viada.

Advisory Council Chair Amb. Alexander Watson was joined by members Anita Ferguson, Winsome Leslie, Juan Edgar Picado, James Polsfut, British Robinson, Christopher Sabatini, Celina de Sola, and Roger Wallace.

Interim IAF President and Chief Executive Officer (CEO) Lesley Duncan was joined by members of the IAF management team, including, Chris Wood, interim Chief Operating Officer; Daniel Friedman, Managing Director for Government & External Affairs; Greg “Jacob” Jacobs, Managing Director for Programs; Marko Dolan, Deputy Managing Director for Programs; Raquel Gomes, Managing Director for Learning & Impact; Aswathi Zachariah, General Counsel; Amber Forbes, Senior Advisor; Matt Clausen, Partnership Specialist; and Denetra McPherson, Paralegal Specialist.

I. CALL TO ORDER

Board Chair Arriola provided brief opening remarks and welcomed meeting participants. The rules for the meeting were provided by General Counsel Zachariah. No members of the public were present. The meeting began at 9:33 am.

II. APPROVAL OF MINUTES

Board Chair Arriola requested a motion to approve the minutes from the following Board meetings: (5/4/21, 5/26/21, 7/27/21, 10/4/21) and an Advisory Council meeting; (8/3/21). Amb. Watson noted a correction to the minutes and requested his name be added to the participant listing, which Board Chair Arriola accepted. Minutes approved unanimously by the Board.

III. REMARKS BY BOARD CHAIR ARRIOLA

Board Chair Arriola thanked Interim IAF President and CEO Duncan for her service in this role as the Board goes through the process of finding a permanent President and CEO.

IV. REMARKS FROM IAF INTERIM PRESIDENT AND CEO

Interim President and CEO Duncan introduced several new faces to the IAF including Managing Director of Programs Jacob Jacobs, Partnership Specialist Matt Clausen, Interim Chief Operating Officer Chris Wood, and Paralegal Specialist Denetra McPherson.
V. **JACK C. VAUGHN, JR.**

In recognition and profound appreciation of Jack C. Vaughn, Jr. and his exceptional leadership and numerous contributions during his fifteen year tenure on the Inter-American Foundation ("IAF") Board of Directors.

**RESOLUTIONS**

The Board unanimously approved a resolution commending Board Secretary Vaughn. Board Vice Chair Iturregui read the following resolution into the record:

**IN RECOGNITION OF EXTRAORDINARY SERVICE AND LEADERSHIP**

**THE BOARD OF DIRECTORS FOR THE INTER-AMERICAN FOUNDATION PRESENTS THIS RESOLUTION IN HONOR OF**

**WHEREAS**, Mr. Vaughn was known affectionately as “the Dean” for his extended service on the IAF Board of Directors, having served with distinction as Vice Chair from 2006 to 2009 and, most recently, Secretary from 2014-present;

**WHEREAS**, Mr. Vaughn enriched the IAF Board of Directors with his grassroots experience and quickly became a cohesive force on the team and we all benefited from his intellect, humility, and superb disposition to tackling challenges in a creative and measured manner;

**WHEREAS**, Mr. Vaughn exemplified a model member with his good cheer and utmost devotion to the mission of the IAF, its staff and leadership, and the communities served by the agency;

**WHEREAS**, Mr. Vaughn always led with empathy, compassion, and a deep understanding of the regions served by the IAF as he continuously engaged with the agency and provided valuable advice and counsel to the IAF leadership team;

**WHEREAS**, Mr. Vaughn championed the expansion of the IAF’s programmatic profile and promoted innovative ways to advance the IAF’s funding approach to grassroots development such as through impact investments and public-private partnerships;

**WHEREAS**, Mr. Vaughn recognized the importance of grassroots engagement with IAF grantees demonstrating his utmost respect for local partners when participating in numerous trips to Latin America and the Caribbean to witness firsthand the power of sustainable community-led development;

**WHEREAS**, Mr. Vaughn was always meticulously prepared for every Board of Directors meeting and fully engaged his colleagues in robust and meaningful dialogue about the ways in which to expand the footprint of the IAF, scale the agency’s funding model, tell the story of the IAF and the communities it serves as well as position the agency for a fruitful and impactful future;
WHEREAS, throughout his service to the IAF, Mr. Vaughn earned the utmost respect from colleagues, policymakers, grantees and professionals throughout the international development community for his commitment to communities served by the IAF;

WHEREAS, Mr. Vaughn successfully raised the profile of the IAF within the broader development community, the United States government, and the private and philanthropic sectors;

WHEREAS, Mr. Vaughn’s contributions as an intelligent, thoughtful, generous, kind, empathetic, dedicated and generous human being will be sorely missed by IAF staff, the IAF Advisory Council, and the Board of Directors;

THEREFORE, BE IT RESOLVED that the Board of Directors expresses its utmost gratitude and deepest appreciation for the outstanding contributions by Jack C. Vaughn, Jr. during his fifteen years of public service and unwavering support of the IAF mission and extends its warmest wishes as he moves on to more opportunities to share his knowledge and experiences; and

BE IT FURTHER RESOLVED, that a copy of this resolution be permanently entered into the minutes of the November 9th, 2021 meeting of the Board of Directors.

CERTIFIED on this 9th date of November, 2021

The Board also unanimously approved a resolution commending former IAF President and CEO Paloma Adams-Allen for her time and service to the agency.

VI. PRESIDENT/CEO REPORT

Interim IAF President and CEO Duncan flagged that, during Fiscal Year 2021, the IAF has shifted from preservation to focusing on sustaining agency growth with the proper resources and continued integration with larger USG priorities. She then highlighted two areas: (1) growth and USG coordination, and (2) prioritizing people.

Growth and USG coordination

President and CEO Duncan noted that the IAF has a programmatic portfolio of almost 400 grants across 27 countries in FY21. This is the IAF’s largest ever grant portfolio. Duncan noted the increase in counterpart commitments in FY21 from our grantees, which further leverages the IAF funding model. She also noted for the Board and the Advisory Council that the IAF is currently working with three budget year cycles. She provided highlights of the FY21 budget cycle which includes transfers and partnerships. Duncan also noted that the agency is currently operating under a continuing resolution for FY22 and lastly, that the IAF is responding to a budget request for FY23.
Duncan explained there has been much activity with respect to this Administration’s focus in the areas of (1) DEIA; (2) Gender Equity and Equality; (3) Addressing Root Causes of Irregular Migration (CenAm); (4) Disaster Resilience (Caribbean); and (5) Modernizing Partnership Engagement. The IAF has been involved in government-wide conversations about these priorities and also has responded to deliverables as requested by this Administration.

Prioritizing People

Duncan then shifted to highlighting how the IAF has been prioritizing its people. For example, the Board has been involved in robust and meaningful conversations with the White House Presidential Personnel Office (PPO) to ensure the continuity of strong oversight and governance of the IAF. Additionally, the IAF has increased its staffing blueprint by bringing on board the Managing Director of Programs, revised grant support positions, expanding resources in the Office of General Counsel, filling existing vacancies and formalizing partnership staffing. In the area of professional development, the IAF has participated in cross-agency working groups and even with limited staffing, participated in HHS’s Unaccompanied Child Program at the southern border - the IAF sent three staff members to participate in this program for 30 days each. The IAF continues to stress the importance of professional development for its staff, even in a virtual working posture.

In the area of pandemic management, the agency conducted virtual grantmaking for the entire FY21 cycle. The IAF is supporting grantees virtually and teleworking almost full time while following the Administration’s guidelines for a phased return-to-office plan and vaccinations mandates. Another priority is promoting staff engagement to keep everyone connected during virtual work.

Unfortunately, the IAF has lost two staff members in the past quarter, Miguel Cuevas, Monitoring and Evaluation Specialist and Daniel Glenn, Chief Information Security Officer. Sadly, the IAF lost former President and CEO Ambassador Larry Palmer earlier in 2021.

President and CEO Duncan paused for any questions at which point Advisory Council member Ferguson inquired as to the make-up of the Office of General Counsel and how compliance matters are handled with respect to domestic compliance and international compliance.

General Counsel Zachariah addressed Advisory Council member Ferguson by noting that the office works to ensure that the IAF is complying with domestic and international rules and regulations with respect to the usage of taxpayer funding and expending resources. Advisory Council member Ferguson followed-up about the use of external counsel on these matters to which Zachariah explained that the decision to engage with external counsel is done on a case by case basis. Advisory Council member Ferguson stressed the importance of local grantees receiving assistance and elevating knowledge about local learning on legal matters and outcomes.
VII. MANAGEMENT UPDATES

The management team provided updates on the status of IAF business.

A. PROGRAMS AND PARTNERSHIPS: Dolan began by highlighting programmatic success in the region, particularly within the context of the COVID pandemic, natural disasters in the region, and the IAF operating in a completely virtual posture during FY21. He noted that economies in much of the region have continued to be hit hard but the IAF has been able to streamline processes and shortened response times to requests for funding. He also explained the increase in the IAF programmatic portfolio both in terms of dollar value and number of grants. The IAF continues to focus funding on the Northern Triangle while also expanding the IAF’s footprint in the Caribbean, including Guyana. Vice Chair Iturregui and Advisory Council member Leslie furthered the discussion with additional insight regarding Guyana. Dolan continued noting the advancement of the IAF’s partnership portfolio including new partnerships launched and additional funding leveraged. Dolan introduced the IAF’s new Partnership Specialist, Matt Clausen to the Board and Advisory Council. Dolan also introduced Managing Director Jacob Jacobs who provided a brief synopsis of his background and expressed his enthusiasm for joining the IAF. Jacobs outlined FY22 programmatic priorities ranging from onboarding and integrating new staff, streamlining systems and processes, strengthening internal and external networks, and deepening strategic thinking and integration.

B. LEARNING AND IMPACT: Gomes previewed the IAF’s upgraded approach to monitoring and the actual use of data from IAF grantees. Gomes outlined the flow of collecting, analyzing and sharing data that stresses efficiency that is housed in the new L&I Dashboard. Gomes then outlined FY22 priorities which include staffing up the office, implementing the IAF’s learning agenda and preparing a solicitation for IAF’s Fellowship Program. Advisory Council member Ferguson linked fellowships to vital partnerships, not only in academic settings but also corporate partnerships. Advisory Council member Robinson congratulated Gomes on the advancements made in monitoring and evaluations. She also seconded Advisory Council member Ferguson’s comments on increasing the aperture of possible corporate involvement in fellowships.

C. BUDGET: Wood outlined the financial landscape in FY21 as compared to prior years. He noted the IAF’s various funding sources including SPTF and transfers. He pointed to the trend that transfers are decreasing and direct appropriations are increasing. The managing director for the Office of External and Government Affairs Daniel Friedman also explained the funding picture for FY22 as it currently stands for the Board and Advisory Council.

D. EXTERNAL AND GOVERNMENT AFFAIRS: Friedman briefed on key engagements during FY21 in the areas of Congress, interagency engagement (as related to White House priorities) and events (thought leadership opportunities and panels) and initiatives. Friedman also noted social media engagement statistics on all IAF platforms. Friedman also highlighted two areas of continued engagement with the Administration (1) root causes of irregular migration and
accompanying strategy and (2) the Summit of the Americas that is anticipated to occur in FY22. Amber Forbes outlined the Administration's key policy goals for the Summit of the Americas which includes (1) Inter-American Action Plan on Democratic Governance and (2) Inter-American Partnership for Equity, Equality, and Social Inclusion as well as tracking three forums (1) Civil Society (2) Youth and (3) Indigenous Peoples. Board Vice Chair Iturregui asked whether the IAF is able to suggest a budget to OMB and Duncan responded that the IAF must work within congressional marks. With respect to external affairs, he encouraged the IAF to continue to keep pace with ever-evolving social media and other possible ways to amplify the IAF’s work.

E. GENERAL COUNSEL: Zachariah highlighted two areas of focus for her office which are policy reviews and risk mitigation. With respect to policy reviews, Zachariah emphasized the importance of ensuring that IAF policies are tailored to the IAF, are accurate and are equitable. She also spoke to risk mitigation and ensuring that the IAF is always working within a risk framework that is comfortable and risks are sufficiently mitigated. Lastly, she commended board and Advisory Council members on the early completion of their annual ethics training. Zachariah then introduced Senior Advisor Amber Forbes to discuss the various DEIA executive orders set forth by this administration and accompanying progress happening at the IAF to advance work in this area. Zachariah then concluded with outlining staffing changes including bringing onboard a DEIA advisory and also an EEO Director hopefully in December, 2021.

VIII. NEW BUSINESS

Duncan provided an FY22 outlook for the Board and Advisory Council. She stressed the importance of ensuring a smooth transition for a new permanent President and CEO and outlined the search process. Duncan also outlined the COVID workforce safety plan and noted the phased return to office approach. The IAF will continue to monitor developments in the region to determine when the IAF may resume site visits to the field. She also stressed the focus of upgraded technology. This includes a new grants management system, the refresh of Red Colaborar and the adoption of a customer relationship management tool.

IX. STRATEGIC PLANNING PROCESS

Gomes briefed on progress since the last meeting for developing the FY23-FY27 Strategic Plan. She explained the reasoning for developing a Strategic Plan and the timing for finalizing the Strategic Plan. Gomes outlined the three strategic goals (1) economic opportunity, (2) democratic governance, and (3) peaceful societies. She noted that there are no major changes in the FY23-27 plan from the prior plan because the prior plan is very well structured and remains accurate. She outlined the performance goals in the new strategic plan that includes (1) enhanced awareness and appreciation of the IAF model, (2) deepen programmatic excellence, (3) leverage partnerships, (4) advance learning and impact, and (5) attract, retain and inspire staff.

Advisory Council member Leslie asked about how DEIA principles are included in the Strategic Plan, specifically related to the IAF workforce. Gomes and Forbes replied that DEIA is included
throughout the performance goals and Forbes connected the findings from recent equity assessments to deliver on the agency mission and reflect the diversity of the United States and the communities we serve.

Duncan advised that the next steps for the IAF’s Strategic Plan is for the IAF to continue to accept feedback and insight from the Board and Advisory Council and then the Board will come together to officially approve the final document.

X. ADJOURNMENT

Board Chair Arriola thanked the IAF and the Advisory Council for their work. Board member Ryan motioned to adjourn and Board Secretary Vaughn seconded the motion and it was approved unanimously.

The meeting was adjourned by Board Chair Arriola at 12:17 p.m.

CLEARANCES:

Approved (JV): Jack C. Vaughn, Jr. 12/20/2021
Approved (LRD): Lesley Duncan 12/21/2021
Cleared: OGC – A. Zachariah 11/24/2021
EGA – D. Friedman 12/14/2021
OPS – C. Wood 11/29/2021
PRO – G Jacobs 12/10/21
L&I – R. Gomes 12/13/21
Drafted GC - Aswathi Zachariah 11/12/2021