The Board of Directors (the Board) of the Inter-American Foundation (IAF) met via video conference on July 27, 2021. Board Chair Eddy Arriola was joined by Vice Chair Juan Carlos Iturregui and members Kelly Ryan, Jack Vaughn, and Luis A. Viada. IAF President and Chief Executive Officer Paloma Adams-Allen was joined by members of the management team, including, Lesley Duncan, chief operating officer; Daniel Friedman, managing director for government & external affairs; Marko Dolan, interim managing director for programs; Raquel Gomes, managing director for learning & impact; Aswathi Zachariah, general counsel; Amber Forbes, senior advisor; and Karen Vargas, board liaison.

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 Ash Zachariah. IAF President Paloma Adams-Allen noted that there would be an executive closed session following the open portion of the meeting and Arriola called the meeting to order at 10:04 a.m. No members of the public were present.

II. PRESIDENT/CEO REPORT

IAF President and CEO Paloma Adams-Allen noted that beyond grantmaking the IAF has been focused on three main areas: (1) responding to the administration’s priorities; (2) personnel; and (3) FY22 appropriations and FY23 budget formulation.

Administration Priorities:

*Equity*. The Administration has issued several Executive Orders and Presidential Memoranda to advance equity issues in the federal government. The IAF has fully embraced the opportunity to review our programming, policies, Equal Employment Opportunity practice, and procurement processes with an equity lens and is poised to submit an Agency Equity Assessment by August 8, 2021 as required by Executive Order 13985 on Advancing Racial Equity and Support for Underserved Communities. Additionally, the IAF is putting in place the necessary infrastructure to successfully deliver a diversity, equity, inclusion, and accessibility (DEIA) plan in 2022 as expected of all federal agencies.

*Gender*. The IAF is actively participating in multiple interagency convenings headed by the White House Gender Policy Council, which is tasked with finalizing the Administration’s Gender Strategy. Adams-Allen noted that the Administration Gender Strategy goes beyond women’s economic empowerment and includes gender equity and addressing gender-based violence.

*Northern Triangle*. Addressing the root causes of irregular migration continues to be a key Administration focus and the Northern Triangle Strategy is expected to be released imminently.
The IAF continues to engage in the policy discussion, including by participating in several interagency working groups, attending high level meetings, and providing briefings to Administration officials and congressional offices as requested.

Adams-Allen also noted that the IAF is participating in interagency working groups on Public-Private Partnerships; Food Security; and Caribbean Resilience.

**Personnel:** The IAF completed an extensive recruitment and interview process for a new Managing Director for Programs and expects to have the new hire on board in August 2021. Moreover, the agency is currently reviewing candidate applications for the Partnership Specialist position and interviews are expected to take place in early August. The IAF is also seeking the support of a Diversity, Equity, Inclusion, and Accessibility (DEIA) Appointee to provide subject matter expertise and coordinate the agency’s DEIA efforts. In addition to these positions, the agency is also recruiting for several others including programs staff, a P3 coordinator, and two management analysts.

**FY22 Appropriations:** For fiscal year 2022, the Administration put forward a budget request of $38 million for the IAF. On July 1, the House State and Foreign Operations (SFOPS) Appropriations Subcommittee released its bill calling for a $44.5 million appropriation for the IAF. The House mark is encouraging but it is still early in the appropriations process with several pending steps including the approval of the House mark and release and approval of the Senate marks, and finally the president’s approval of a Spending Bill.

**FY23 Budget Development:** On June 30, the Office of Management and Budget (OMB) released guidance to agencies for FY23 budget development, providing a mark of $36 million for the IAF with the additional option to include up to $4 million for priority funding add-backs that coincide with the Administration's priority areas (i.e. advancing equity, tackling the climate crisis, modernizing IT systems and cybersecurity, and improving evidence and evaluation). As part of the FY23 OMB Budget request, due back to OMB in early September, agencies are also required to submit a full draft strategic (FY 2023 - 2027) plan.

A brief question and answer session ensued in which Adams-Allen clarified that the Agency Equity Assessment looks internally at how we operate (i.e. policies and processes), as well as externally at our work (i.e. programming). The board congratulated the IAF’s management team for effectively responding to the Administration’s priorities, participating in interagency processes, and for continuing to showcase the unique value of the IAF’s grassroots development approach.

**III. MANAGEMENT UPDATES**

The management team provided updates on the status of IAF business since the last meeting in May 2021.
A. Congressional: Daniel Friedman, managing director for external & government affairs, recapped the topline from the House FY22 Appropriations bill\(^1\) and offered additional details regarding the House’s expectations based on the accompanying report, noting that the $6.5 million increase is for use towards efforts that support Eastern Caribbean resilience, Venezuelan migrants, Colombia, and Haiti. Friedman also noted that the report directs the IAF to spend $1 million on the Native American - Indigenous Learning Exchange Pilot and expresses Congress’ appreciation for the IAF’s work in the Northern Triangle, which is expected to remain an area of interest. With respect to the IAF’s progress in developing the Native American - Indigenous Exchange Pilot program at Congress’ request, he noted that the agency recently completed a series of consultations with current and former grantees working with indigenous communities to build on the April 14th consultation with Tribal Nations in the United States. Friedman concluded by saying that the IAF will continue to engage regularly with Congress and respond to their inquiries as the appropriations process continues.

B. Communications: Friedman previewed the IAF’s new logo and seal and showcased the possible variations in color and size depending on the format of the communications products they will be featured on. He noted the agency’s rollout plan for updating the IAF’s branding in staff signature blocks, Zoom backgrounds, business cards, website, and other media.

Friedman thanked board members for their positive feedback on the monthly thematic bulletins and the blogs, articles, and stories featured therein. Reiterating his commitment to keep the IAF’s content fresh, the communications team will continue to use new media and modern formats. He closed by saying that in addition to continuing to report on our grantee partners, projects, and impact, during FY22 we will also showcase the impressive development professionals that make up our headquarter and field staff.

Board members congratulated Friedman and the IAF communication’s team on the attractive new branding and logo. Several members also shared their excitement to see the IAF’s communications elevated and for the high caliber products being developed, including the forthcoming series featuring IAF staff.

C. Programming: Marko Dolan, interim managing director for programs, provided a status report on the IAF’s funding pipeline and grantmaking year to date. The IAF is on pace to meet our funding goal of $30.2 million and we anticipate building a pipeline of between $33 and $35 million. He shared an infographic showing the number and dollar value of funding actions initiated, under review, and awarded.\(^2\) He also noted that the IAF’s virtual grantmaking process has resulted in gained efficiencies, including vastly improving the timing for getting funding out the door. Dolan shared two multi-year trends: (1) the average number of days it takes for a funding

---

\(^1\) The House State and Foreign Operations (SFOPS) Appropriations Subcommittee released its bill calling for an FY22 $44.5 million appropriation for the IAF on June 30, 2021. Later approved

\(^2\) Slide 5 in the presentation deck. Initiated - technical review and due diligence vetting of proposals (4 funding actions / $838K); In Review- funding actions undergoing internal reviews and approvals (83 funding actions / $18.2M); Awarded - funding actions that have been approved and obligated (107 funding actions / $15.6M).
action to move from “initiated” to “awarded” and (2) the percentage of annual funding goal obligated.³

Board members asked a series of clarifying questions and congratulated the IAF for the efficiencies gained vis-a-vis its grantmaking process.

D. Learning & Impact:
Raquel Gomes, managing director for learning & impact, briefed on the IAF’s interim monitoring tool and new learning agenda. In January 2021, we moved our monitoring system from a collection of Excel spreadsheets to a streamlined online data platform. The IAF has received favorable feedback from grantees confirming its ease of use, one of the main concerns we sought to address with the transition to the interim tool. Next, Gomes mentioned that the Office of Learning & Impact is in the process of drafting an initial IAF Learning Agenda that will shape the research and evaluation questions the IAF will tackle in the coming years. She further asserted that having a learning agenda in place is a requirement under the Foundations for Evidence-Based Policymaking Act of 2018.⁴

A short discussion ensued in which Board members asked clarifying questions regarding the general composition of the indicators and measures being tracked as well as the functionality of the tool to evaluate impact. Gomes explained that as a first step we looked at our performance measures and narrowed to the most useful indicators for grantees as well as institutional reporting needs. In addition to global and thematic indicators, grantees are also able to report on their own custom indicators. She concluded by emphasizing that putting in place an effective monitoring system is the necessary basis for soliciting external evaluations, which is the next step.

E. Audits: IAF General Counsel Aswathi Zachariah reported that the IAF was selected for an FY21 ethics audit by the Office of Government Ethics (OGE). The ethics audits included a detailed review of the agency’s ethics program and processes including a close inspection of financial disclosures and training requirements for the Board, advisory council members, and staff. She stated that the preliminary report from OGE shows no deficiencies and that the official report from OGE is expected to be published before the end of the fiscal year.

Chief Operating Officer Lesley Duncan added that the IAF is also undergoing FY21 financial, information technology (IT), and DataAct audits, which are all on track. The agency is responding to requests for records and engaging with the auditors as needed. We expect draft reports in late September.

³ Slide 6 in the presentation deck. Average day between initiated and awarded from Oct 1 through Aug 1 in each respective fiscal year (FY), 144 in FY19, 102 in FY20, 80 in FY21. Percentage of annual funding goal obligated from Oct 1 through Aug 1 in each respective fiscal year (FY), 15% in FY19, 39% in FY20, 52% in FY21.
F. FY21 Expenditures & Financials: Duncan briefed the Board on FY21 expenditures and financials through the end of August 2021. The IAF is on track to obligate its full budget authority and is ahead of where it was last year with respect to our planned expenditures.5

G. Operations:
Lease. Duncan reported that the IAF had secured a two year lease at National Place Building, extending our occupancy option through April 2024.

Return to Office Plan. Before briefing on the IAF’s re-entry plan, Duncan invited Karen Vargas, executive assistant and board liaison, to provide highlights from a July staff poll. The poll was conducted from July 9-16, 2021 for the purpose of gathering voluntary and anonymous inputs from staff to help inform our return to office plan. Vargas provided the following highlights:
● All things being equal, more than 50% of IAF staff would not feel comfortable returning to work at the office in Q4 FY21 (July-September). About 30% would feel comfortable doing so and 15% are neutral or unsure.
● 38% of respondents don’t know when they would like the option to return to the office. The remaining ~60% of respondents were evening split between Q4 FY21, Q1 FY22, and January 2022.

Next, Duncan reported that on July 19 we submitted IAF’s reentry plan to OMB. She overviewed the three phases of our reentry plan6:
● Phase I – (by September 1, 2021): Maximum telework and remote work continues to be available. Option for in-office work, Tuesday – Thursday.
● Phase II – (beginning October 1, 2021): Maximum telework and remote work continues to be available. Option for in-office work, Monday – Friday.
● Phase III – (beginning January 1, 2022): Most staff will transition to a hybrid of telework and in-office work. Remote work offered for certain positions, after review by the agency.

Board members commended the management team for their thoughtful and measured return to office plan. And then a short discussion took place regarding the possibility of returning to in-person board meetings. Duncan stated that due to the rise in variants and increase in covid-cases, meetings for the remainder of 2021 would most likely remain virtual. The IAF will continue to follow guidance from the Administration and the Centers for Disease Control and is open to adjusting the return to office plan as appropriate.

IV. STRATEGIC PLANNING PROCESS
Gomes briefed on progress since the last meeting for developing the FY23-FY27 Strategic Plan. She recapped the following three milestones: (1) we facilitated a whole-of-agency discussion on the context shaping the new Strategic Plan; (2) the management team reviewed a proposed outline

5 For the period ending July 23, 2021, the IAF had expended $15.6M of $30.0M set aside for grants, $4.9M in program support expenditures, and $16.9M in programs expenditures.
6 Note - given the local transmission rates, the management team subsequently pushed back Phase I & II dates by a month, and Phase III to begin March 1, 2022.
that builds on our FY18-FY22 plan; and (3) we formed a Task Force with representatives from
across the agency to facilitate inputs from staff as we review/refine our strategic and performance
goals. The draft Strategic Plan will be shared in advance of the November meeting of the Board
and Advisory Council.

Board members congratulated the management team for the steps taken to ensure the IAF’s next
strategic plan is well-grounded and expressed their enthusiasm for reviewing the draft plan in the
coming months.

V. ADJOURNMENT

Board Secretary Jack Vaughn motioned to close the meeting for the executive session. The motion
was seconded by Lou Viada and approved unanimously by voice vote.

The open position of the meeting was adjourned by Board Chair Arriola at 11:25 a.m. and the
Board entered executive session.

Executive session closed to the public as provided for by 22 CFR 1004.4(b).