$6.1M in-kind donations shipped to 9 countries

157 at-risk youth awareness events impact over 157,000 people

290 projects in Haiti reach over 109,000

2013 PADF Annual Report
Promoting Social Inclusion in the Americas

COLOMBIA
BETTER INCOMES FOR ETHNIC MINORITIES

CENTRAL AMERICA
PROTECTING AT-RISK YOUTH

HAITI
TURNING TRASH INTO JOBS

PADF
PAN AMERICAN DEVELOPMENT FOUNDATION
In 2013 PADF invested $69 million in development and disaster management programs and reached over 10 million people.

As a development leader in the Americas since 1962, the Foundation has been a catalyst for opportunity and change focusing on the most vulnerable populations. Since our founding, PADF’s investments amount to more than $1 billion today.

These are the stories of the people we serve...
Ethnic minorities often face steep obstacles in their quest for better opportunities. Add to that geographical isolation, and what you get is a segment of the population that is nearly invisible to the rest of society.

To counter this problem PADF, Boeing and other corporate partners joined the Government of Colombia in support of its efforts to help more than 10,000 isolated Afro-Colombian and indigenous families improve the way they plant crops, raise livestock and produce handcrafts and other products with the goal of increasing their incomes and access to available food.

A top priority for the administration of President Juan Manuel Santos, the Ethnic Differentiated Focus program, or IRACA, is the largest initiative ever undertaken in Colombia to assist isolated ethnic minorities in rural areas affected by decades of civil conflict.

The program, launched by Colombia’s Department of Social Prosperity (DPS), will ultimately reach more than 310 communities in 22 of Colombia’s 32 departments (provinces), benefitting approximately 50,000 people of African and indigenous descent.
“Helping local residents improve agricultural production and employment opportunities has meant giving so many families the chance to take a new road toward development.”

Soraya Osorio, Country Director, PADF Colombia

Private Sector Engagement
While PADF engages governments, multilaterals organizations, and other donors to design and fund programs, we also work closely with corporations to implement their corporate social investments through public-private partnerships.

In 2013, corporate partners provided nearly $5 million for programs in 16 countries that focused on maternal health, literacy, youth education and skills training, women and youth empowerment, employment, environmental conservation, entrepreneurship, agricultural production, health and human trafficking prevention.

Major corporate partners include:
Boeing
Caterpillar
Chevron
EMC
Medtronic
Merck
Royal Caribbean Cruises Ltd.
Telefónica
Viacom
Carrié, a Haitian entrepreneur, is on a mission to free Haiti of the growing piles of plastic, tin, aluminum, cardboard, Styrofoam and other trash that clogs canals, pollutes streets and diminishes the natural beauty of his country. In the process he has created thousands of jobs for the poorest Haitians.

“*We have the capacity to hire thousands of Haitians thanks to LEAD’s investment in our future.*”

Edouard Carrié, Entrepreneur and recipient of the University of Tampa’s 2010 Entrepreneur of the Year award

**Turning Trash into Jobs**

After working on a recycling project as a student at the University of Tampa, in Florida, and seeing the potential it could have in Haiti, he started a plastic recycling company in 2010. He wanted to not only keep the streets, canals and vacant lots of Port-au-Prince clean, but also provide income to Haiti’s poorest families. Since then, Environmental Cleaning Solutions S.A. (ECSSA) has grown from a small operation to an internationally recognized company with a network of more than 6,000 Haitian suppliers who deposit bags of discarded plastic bottles and other items at 65 collection points throughout the Port-au-Prince region.

Through the Leveraging Effective Application of Direct Investment (LEAD) program, funded by the United States Agency for International Development (USAID), PADF is catalyzing investment in the small and medium-size businesses (SMEs) — one of the most powerful drivers in most economies—to create jobs and drive innovation. In Haiti PADF has held a Business Plan Competition for SME entrepreneurs from Haiti and the U.S. The most promising business plans are selected for investment from a designated $5.5 million fund.

“My company now has the capacity to increase its individual collectors from 6,000 people to up to 20,000,” says Edouard, who received the University of Tampa’s 2010 Entrepreneur of the Year award, as well as other awards.

By providing income to thousands of the poorest households, creating the opportunity for new enterprises in its supply chain, and introducing new technologies, ECSSA is directly aiding its employees and contributing to the economy and a cleaner environment. Just as critical, it is also fostering the entrepreneurial spirit of the Haitian people.

"Unemployment rate in Haiti"

- Unemployment rate in Haiti: 64%
- 47% of Haitians live on less than $1 a day
How it works

- A network of more than 6,000 Haitian collectors drop off bags of discarded plastics, including bottles and other items, at 65 collection points throughout the Port-au-Prince metro area.
- Bottles are compacted and shipped to China.
- Bottles are processed into recycled plastic pellets.
- Recycled pellets are used in over 120 countries to manufacture t-shirts, tables, composite lumber, toys and other products.

"PADF is helping to drive business growth and create jobs through programs like LEAD that match investments in small and medium enterprises."
Nadia Cherrouk, Country Director for PADF Haiti and Chief of Party, LEAD

What an investment of $200,000 from the LEAD program can do

- 2013
  - 8,400 tons of plastics collected
  - 6,000 jobs created
  - 9,240 tons of plastics collected, a 10% increase

Future

More than 5,600 new jobs created for a total of 11,600
Central America has become a point of origin and transit and a destination for human trafficking. Each year thousands of women, youth, children and migrants become victims of this unscrupulous business.

**PADF’s youth programs focus on:**
- Employment generation
- Technical and vocational education
- Youth-initiated micro and small businesses
- Crime and violence prevention
- Prevention of forced recruitment by armed groups
- Prevention of youth trafficking

**Young Voices Against Human Trafficking**

To highlight this problem and protect youth, PADF expanded its already successful *Tu Voz Contra la Trata de Personas* (Your Voice Against Human Trafficking) campaign from Mexico to Guatemala and other countries in the region to alert, educate, empower and support young people to achieve their goals and avoid putting their lives at risk.

Given that violence and organized crime are two of the major issues that affect youth, PADF collaborated with partners who have extensive youth expertise, including MTV Latin America, the Inter-American Development Bank and its youth network (called BID Juventud) and Cinépolis Foundation, the social arm of Latin America’s biggest cineplex chain, the Government of Guatemala, and civil society organizations.

This campaign, which also supports MTV’s global EXIT initiative, was launched by PADF in Guatemala City with the participation of more than 1,000 at-risk local youth along with 25 youth leaders from El Salvador, Honduras and Guatemala. Youths participated in interactive sessions, a documentary screening, workshops on human trafficking and child labor issues, leadership, and social media and communication strategies. They also learned how to become agents of change in their own communities.

“PADF is proud to have helped create this synergy with MTV Latin America and the Inter-American Development Bank. This effort clearly demonstrates how the public and private sectors can leverage the strengths of each and work together to address social issues that affect our communities,” said Paul Fisher, Director of Corporate Partnerships and Development at PADF.
Tu Voz Contra la Trata de Personas Campaign  |  Your Voice Against Human Trafficking Campaign

**Campaign Goals**

- **Education**
  - Conducted human trafficking workshops
  - Conducted child labor workshops
- **Raise Awareness**
  - Strengthened the capacity of 10 local civil society organizations
  - Increased organizational capacity
  - Campaign Ambassadors raised awareness
  - Community awareness raised by youth participants in Guatemala, Honduras, and El Salvador
- **Media Outreach**
  - Received national media coverage
  - Social media outreach
  - Documentary screening of MTV-produced “Invisible Slaves”

**Major Partners:**

- Viacom
- Inter-American Development Bank
- Organization of American States
- Cinepolis Foundation
- Government of Guatemala
- Civil Society Organizations

**Impact:**

- Impacted more than 157,000 people
- Conducted 157 awareness events
- 1,000 at-risk youth

**Tactics:**

- 1,000 at-risk youth and 25 youth leaders participated in workshops and became change agents in their communities

**Community Engagement:**

- Strengthened the capacity of 10 local civil society organizations
- Increased organizational capacity

**CAMPAIGN LAUNCH**

- 1,000 at-risk youth participated in workshops and became change agents in their communities
“It is amazing to see the trees growing. We need to preserve these areas for our future generations.”

Valdomiro Lourenço, Landowner, Campo Largo, Paraná State, Brazil

To protect some of the remaining Atlantic Forest, PADF and Caterpillar Inc. invested in a program called the Biodiversity Condominium (ConBio) project with support from SPVS, a leading Brazilian conservation organization. This initiative fosters the protection of urban natural areas in the Municipality of Campo Largo in Brazil’s southern Paraná State and helps improve the population’s quality of life in relation to their environment.

“Our municipality has so many beautiful geographic landscapes and native areas. We need to preserve these areas for our future generations,” said Valdomiro Lourenço, a local landowner. He and other landowners used to grow potatoes, corn, and beans in areas that had remnants of native vegetation, something they have stopped doing. Now with the support from the ConBio project, they are planting seedlings of native species as part of the land recovery effort.

“The ConBio program evidences that investing in the environment can also enhance the lives of people, including vulnerable populations, since preserving critical habitats will ultimately improve the quality of life of the people who live near these sensitive areas,” said Luisa Villegas, PADF Program Director for South America.

Saving Brazil’s Other Forest

“This project will protect important green spaces and help further lead to the success and long-term sustainability of Campo Largo,” said Otto Breitschwerdt, Caterpillar Campo Largo Facility Manager. ConBio also aims to teach children, youth and local residents about the natural treasures they have close by and the importance of preserving them. This is why we reached out to more than 1,600 children and 100 landowners to spark their interest and increase their knowledge of conservation.

“Much of what is left of Brazil’s once sprawling 2,400-mile long Atlantic Forest has been fragmented into isolated pockets, some smaller than six acres (2.4 hectares). Now more than 2,000 species of animals and 20,000 species of plants are seriously threatened.”

Environment
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Empowering Youth

**Suriname** Supported youth development and juvenile justice reform by improving youth access to employment and vocational education and strengthening the juvenile justice system.

**Colombia** Built youth-friendly centers to help prevent the forced recruitment of children and youth by armed and criminal groups.

**Uruguay** With support from Royal Caribbean Cruises, PADF offered leadership, academic and vocational training for teens who dropped out of school.

**Increasing Local Economic Development**

**Colombia** Collaborated with the Department of Social Prosperity (DPS) to help 11,400 displaced families improve their access to jobs, housing and food.

**Chile** With support from Boeing, PADF provided training and consulting services to nearly 50 women to encourage micro entrepreneurship and spur job creation.

**Costa Rica** Increased incomes among women artisans with the support from Royal Caribbean Cruises and RS Furnishings by improving handcraft production and expanding to new global markets.

**Haiti** Reached over 109,000 people—approximately 47 percent women—through 290 projects that focused on improving infrastructure, health, education and micro-enterprises. Also, created 28,000 temporary “cash-for-work” jobs and 2,700 permanent jobs.

**Delivering In-Kind Donations**

Nine Countries Delivered 20 shipments of donated medical and hospital equipment, tools and computers valued at $6.4 million.

**Mexico** Sent surplus furniture to the Rodadora Children’s Museum in Ciudad Juárez, Mexico.

**Haiti** Delivered fortified rice to Haiti after storms Isaac and Sandy in collaboration with U.S. Southern Command.

**Improving Disaster Preparedness, Response and Recovery**

**Dominican Republic and Haiti** With funding from the Government of Taiwan, PADF promoted bilateral collaboration between civil defense agencies to better prepare for disasters in border areas.

**Mexico** Delivered cleanup and reconstruction supplies to flooding victims in Veracruz with support from Royal Caribbean Cruises.

**Haiti** Provided water, food, hygiene kits and other aid to over 263,000 people after storm Isaac.

**Guatemala** Following a 7.4 quake, PADF assisted with infrastructure repairs, water, sanitation, and support to families.

**Strengthening Civil Society**

Additionally, PADF reached over 70,000 people in Latin America and the Caribbean by fostering democratic practices, human and civil rights, media freedom and civic participation; promoting religious tolerance and combating anti-Semitism; strengthening civil society groups and entrepreneurs; and supporting human and civil rights.

**2013 Program Highlights**

PADF provides low-income, vulnerable and excluded people with development and post-disaster support, enabling them to achieve dignity, self-reliance and enhancement of their basic rights, while bringing about enduring economic and social progress.
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Strategic Areas of Focus

Create Economic Opportunities

- Generating employment and income for self-reliance
- Developing micro, small, medium and community enterprises
- Supporting agriculture and rural development
- Protecting and conserving the environment
- Implementing public-private partnerships and supporting corporate social responsibility
- Facilitating exchanges among countries in the region and cross-border cooperation
- Supporting work force development

PADF believes that providing access to the right opportunities is crucial in helping communities thrive, especially those who face economic disparity, civil conflict, and racial or ethnic prejudices. Therefore, we focus on creating jobs for vulnerable individuals and families, developing successful small businesses, supporting rural development and workforce development, conserving natural resources, and improving community infrastructure—all of which can improve communities’ lives and increase prosperity. We also encourage cooperation between nations in areas where they have unique expertise and work with private sector companies who want to invest socially through innovative models that create sustainable change.

Promote Social Progress

- Implementing community-driven development
- Improving infrastructure and housing
- Expanding access to technical training and health services through in-kind donations
- Combating trafficking in persons, community-based violence and gang activities
- Aiding youth at-risk of being recruited into gangs and criminal activities
- Building social capital, resilient communities and neighborhoods
- Mobilizing diaspora remittances for development

Providing the tools, technologies and methods that enable communities to become strong and dynamic creates a platform on which human development and social progress can happen. Because we believe that local participation is key, we work closely with communities to identify their most important priorities. Then we collaborate in implementing those ideas.

We also integrate public and private sector partners and diaspora groups to address youth-related issues, education, health, infrastructure, community development and other priority needs in impoverished areas.
Strengthen Communities and Civil Society

- Enhancing democratic values and civic practices
- Empowering civil society, communities and social entrepreneurs
- Promoting human rights, including Afro-descendants, indigenous and other vulnerable groups
- Fostering participation and a culture of lawfulness
- Pioneering innovative models of corporate-civic engagement
- Supporting the Inter-American Democratic Charter

Respond to Natural Disasters

- Preparing communities for disasters
- Providing emergency relief
- Assisting disaster recovery, reconstruction and mitigation
- Strengthening community responses to natural disasters
- Supporting the Inter-American Committee for Disaster Reduction
- Aiding victims of humanitarian crises

To foster resilient communities and engaged societies, PADF partners with civil society organizations to strengthen their capacity to better respond to community needs. We believe that addressing community needs and increasing citizen participation in civic matters are fundamental for a healthy democracy. For over five decades, PADF has successfully developed and strengthened more than 2,000 community-based groups, NGOs and municipalities in the region, enhancing their capacity to support local communities. We have also worked throughout the Americas to promote greater social and workforce inclusion for vulnerable and excluded groups so they can achieve dignity and greater self-reliance.

Latin America and the Caribbean region are among the most disaster-prone areas of the world. Each year hurricanes, earthquakes, floods and volcanic eruptions cause extensive damage and affect millions of people. For this reason, PADF carries out initiatives to prepare for future disasters and mitigate their effects. But when disasters strike, we coordinate responses with government agencies, private sector partners, and affected communities. We also implement disaster rehabilitation and reconstruction programs to help communities recover. Our goal is to ensure that our initiatives provide the relief that communities need, but also helps them become better prepared and more resilient so they can better mitigate future disasters.
Youth Development and Juvenile Justice Reform ● Youth-focused program provides access to employment and vocation education and works with Suriname’s juvenile system to better support the rehabilitation of youth offenders.

Corporations and Institutions
Blackberry
Burson-Marsteller
Boeing
Cargill Honduras
Caterpillar
CBS4 Miami
CDS Air Freight, Inc.
Chevron
Cinépolis ●
Citi
Coltabaco
Cornwell Quality Tools Company
DELL
Diageo
Ecopetrol
EMC
FedEx
Florida International University
Florida Caribbean Cruise Lines Association
Finra
Greenberg Traurig LLC
LAN Airlines
Lockheed Martin
Marriot Hotel Hollywood, FL
Merck
Metro Newspapers
MPC Marketing ●
Microsoft
Praxair
Riley-Sloane
Royal Caribbean Cruises ●
Synergos
Telefónica
Tele Urban
Torarica Hotel and Casino
Univision
University of Miami
Viacom ●
Walmart
Warner Music Group

Foundations
Caterpillar Foundation
Cinépolis Foundation ●
Citi Foundation
Clinton Bush Haiti Fund
Christian Foundation for Education Projects in Suriname (PROJEKten) ●
Donner Foundation
Fidelity Charitable Gift Fund Foundation for Communication, Culture and Development (COCON) ●
Foundation for the Development of Rural Areas (SORG) ●
Foundation Towards A New Alternative (TANA) ●
Global Impact
Homes for Haiti Foundation
International Lifeline Fund
Mapfre Foundation
My Future Foundation ●
Pueto Bahía Foundation
Restrepo Barco Foundation
Telefónica Foundation
The Charles Delmar Foundation
The MGive Foundation
The Miami Foundation
The Sage Foundation
United Way Of Miami Dade, Inc.

International NGO Partners
American Red Cross
Alianza Heartland México
Boys & Girls Club of Broward County
ChildFund
Caritas
Caritas Emergencias, A.C.
Colectivo Contra la Trata de Personas en México ●
Concern
Feed My Starving Children
Feed the Children
Global Impact
Habitat for Humanity
Haiti Partners
Heartland Alliance
International
Infancia Común ●
International Lifeline Fund
International Service of Hope/IMPACT
JP/HRO
Junior Chamber International – Suriname ●
Kenyas Kids, Inc.
Missionary Flights International
Partners of the Americas
Private Sector of the Americas
United Nations Human Settlement Programme
MTV EXIT

Public Sector
Government of Canada
Government of Colombia
Administrative Unit for Territorial Consolidation
Antioquia Departmental Institute for Sports (INDEPORTES)
City of Girón
City of Barrancabermeja
City of Popayán
City of Murindó
City of Quibdó
Department for Social Prosperity (DPS)
Government of Antioquia
Government of Tolima
Government of Chocó
Ministry of Foreign Affairs
Ministry of Justice and Rights
Ministry of Labor
National Agency for Overcoming Extreme Poverty (ANSPE)
Presidential Agency for International Cooperation (APC Colombia)
Regional Autonomous Corporation for the Sustainable Development of Chocó (CODECHOCÓ)
Regional Autonomous Corporation for the Sustainable Development of Urabá (CORPOURABÁ)
Unit for Comprehensive Care and Reparation to Victims (UARIV)
Government of the Dominican Republic
Association of Municipalities of the Enriquillo Region (ASOMURE)
City of Pedernales
Civil Defense, Barahona
Dominican Federation of Municipalities (FEDOMU)
Consulate of the Dominican Republic, Anse-à-Pitres, Haiti
Embassy of the Dominican Republic, Haiti
Government of Pedernales Province

Government of Guatemala
Human Rights Ombudsman of Guatemala (PDH)

Government of Haiti
Bureau of Monetization of Development Aid Programs (BMPAD)
Civil Defense Directorate (DPC)
Haiti Electricity (Ed'H)
Inter-Ministerial Committee for Territorial Planning (CIAT)
Ministry of Commerce and Industry (MCI)
Ministry of the Economy and Finance (MEF)
Ministry of the Interior and Territorial Collectivities (MICT)
Ministry of Public Works, Transport and Communication (MTPTC)
Municipality of Anse-à-Pitres
Municipality of Port-au-Prince
National Directorate for Water and Sanitation (DINEPA)
South-East Department

Government of Honduras
Local Emergency Committees (CODELs)
Municipal Emergency Committee (CODEM)
Permanent Contingency Commission of Honduras (COPECO)

Government of Mexico
National Human Rights Commission (CNDH)
National Institute of Women (INMUJERES)
Mexican Institute of Youth (IMJUVE)
Ministry of Foreign Affairs (SER)
Ministry of Communications and Transportation (SCT)
Office of the Special Prosecutor for Crimes of Violence against Women and Trafficking in Persons (FEVIMTRA)
Special Prosecutor for Victim Assistance (PROVICTIMA)
Ministry of Labor and Social Prevention (STPS)

Government of the Netherlands
Embassy of the Netherlands, Colombia

Government of Spain
Spanish Agency for International Cooperation (AECID)

Government of Suriname
Ministry of Foreign Affairs
Ministry of Labor, Technological Development and Environment
Ministry of Sports and Youth Affairs
Ministry of Social Affairs and Community Housing
Ministry of Justice and Police
Ministry of Education and Community Development
National Youth Parliament
Institute of Social Research - University of Suriname
Foundation for Labor Mobilization and Development (SAO)
Suriname Hospitality and Tourism Training Center (SHTTC)

Government of the Republic of China (Taiwan)
Embassy of the Republic of China (Taiwan), Haiti
Embassy of the Republic of China (Taiwan), Honduras
Ministry of Foreign Affairs
Taipei Economic and Cultural Representative Office (TECRO)

Government of the United States
Department of Defense
Department of Homeland Security
Department of State
Department of Veteran Affairs
Embassy of the United States of America, Bolivia
Embassy of the United States of America, Suriname
General Services Administration
United States Agency for International Development
United States Agency for International Development/ Limited Excess Property Program
United States Southern Command

Multilateral
BID Juventud
Caribbean Development Bank
Inter-American Development Bank
Japan Social Development Fund
OPEC Fund for International Development
Organization of American States
Pan American Health Organization
United Nations Children's Fund
United Nations Development Programme
United Nations Human Settlements Programme
United Nations Population Fund
United Nations Stabilization Mission in Haiti (MINUSTAH)
The World Bank
World Food Programme

Other Partners
Cabralana y Ayuda Haití
First Baptist Church of Wheaton
Friends of Grenada Inc.
Georgetown Preparatory School
Good Search
Helicop Sociedad Anónima Costa Rica
Jamaican Women of Costa Rica
Mercado de Valores de Costa Rica
National Autonomous University of Honduras (UNAH)
Research and Exchange of Technologies Group (GRET)
Sté. Bernadette de Martissant Parish
University of Concepción

Disaster Risk Reduction and Mitigation
This initiative is aimed at facilitating emergency humanitarian relief, disaster recovery and reconstruction, and disaster preparedness and mitigation programs throughout the LAC region.
In 2013 the Pan American Development Foundation (PADF), which has been an affiliate of the Organization of American States (OAS) for more than 50 years, expanded its programs for empowering low-income people and communities throughout the Americas.

In accordance with its 2013-2017 Strategic Plan, PADF has made significant progress in reaching vulnerable populations in support of OAS mandates to promote integral development and accelerate economic and social progress among marginalized groups. Through $69 million in development and disaster management investments, PADF helped more than 10 million people in 22 countries.

It supported social inclusion, prosperity and democracy in the region, and demonstrating the solidarity of the Inter-American System with the least fortunate people in our hemisphere.

PADF achieved this by engaging national and local governments, corporations, multilateral organizations and other key partners who are committed to sustainable development and human rights to work with us. With their participation, the Foundation assisted thousands of at-risk youth and women entrepreneurs, created jobs and economic opportunities for disadvantaged groups and ethnic minorities, enabled civil society organizations to better address local problems, promoted freedom of expression and helped communities reduce the risk and impact of natural disasters, among many other initiatives.

But as PADF achieved many successes, it also faced challenges in reaching more beneficiaries. Poverty, while decreasing, remains high. Indigenous people, Afro-descendants, displaced persons, rural residents and marginalized urban communities continue to struggle. Gender discrimination remains a significant factor. In some areas, informal employment reaches 50 percent of the economically active population and disproportionately affects women and young people, accentuating income disparities. Poverty and social exclusion disproportionately affect minority populations, deepening inequality.

Meanwhile, fundamental human rights, freedom of expression, and civil society organizations are coming under attack in some countries. Also, natural disasters and transnational issues such as drug trafficking, human and arms smuggling, crime and violence, lawless border regions, climate change, migration and health issues threaten to undermine the region’s hard won economic and democratic gains.

These challenges are motivating us to do even more. We will address them with commitment and innovation. Millions of people depend on this. PADF will continue to work to create increased opportunities for economic growth and progress in order to mitigate poverty, unemployment, social conflicts, crime and inequality.

Whether you are a trusted public or private partner, a friend of the Foundation, a donor, or someone who is learning about our mission for the first time, know that you have a place at PADF and a role to play in helping us build a more prosperous, democratic and inclusive hemisphere for all.
José Miguel Insulza
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Secretary General
Organization of American States

Albert R. Ramdin
Vice Chairman
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Organization of American States

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International Government Relations
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Americas Distribution Services Division
Caterpillar, Inc.

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Past PADF President
Past President, Occidental International Corporation

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Past President, AACCLA
Executive Director
Central America Sugar Association (AICA)

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ExxonMobil Corporation (Ret.)
Vice President, Board of Directors
COANIQUEM
Burned Children Foundation

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Alejandro Orfila, 1975-1984
João Clemente Baena Soares, 1984-1994
César Gaviria, 1994-2004
Miguel Ángel Rodríguez, 2004
Luigi R. Einaudi, Acting, 2004
José Miguel Insulza, 2005-

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Leveo Sánchez, 1985-1988
J. John Jova, 1988-1990
Robert M. McGee, 1990-1992
George M. Krolaff, 1992-1995
Jorge Ríos, 1995-1997
Jack Heller, 1997-2000
Alexander F. Watson, 2000-2002
Frank Gómez, 2002-2004
Ruth Espey-Romero, 2004-2006
Alexander Watson, 2006-2009
Frank Gómez, 2009-2011
Maston N. Cunningham 2011 – 2012
Frank Gómez, 2012 – 2013
Ruth Espey Romero 2013 - Present

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Norman Goijber, 1974-1977
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Marvin Weissman, 1988-1990
Peter Reitz, 1990-1997
Frederick Schieck (acting), 1997-1998
Sarah Horsey-Bar, 1998-1999
Robert Moore (acting), 1999
John Sanbrailo, 1999 - Present

Our Mission
The Mission of the Pan American Development Foundation is to assist vulnerable and excluded people and communities in the Americas to achieve sustainable economic and social progress, strengthen their communities and civil society, promote democratic participation and inclusion, and prepare for and respond to natural disasters and other humanitarian crises, thereby advancing the principles of the Organization of American States and creating a Hemisphere of Opportunity for All.
Auditor’s Statement

To the Board of Trustees
Pan American Development Foundation
Washington, D.C.

We have audited the accompanying financial statements of the Pan American Development Foundation (the Foundation), which comprise the statements of financial position as of September 30, 2013 and 2012, and the related statements of activities and changes in net assets, functional expenses and cash flows for the years then ended, 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 accounting principles generally accepted in the United States of America; 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 audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free from material misstatement.

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 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
In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Foundation as of September 30, 2013 and 2012, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Gelman, Rosenberg & Freedman
Bethesda, MD
April 10, 2014
### Operating Revenue and Expenses

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total</strong></td>
<td>$69,771,580</td>
<td>$53,886,970</td>
</tr>
<tr>
<td><strong>SUPPORT AND REVENUE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants and contributions</td>
<td>61,266,022</td>
<td>47,349,477</td>
</tr>
<tr>
<td>In-Kind contributions</td>
<td>8,847,475</td>
<td>6,178,235</td>
</tr>
<tr>
<td>Shipping reimbursables/subsidies</td>
<td>161,884</td>
<td>172,956</td>
</tr>
<tr>
<td>Other income</td>
<td>2,311</td>
<td>6,925</td>
</tr>
<tr>
<td>Foreign currency translation (loss) gain</td>
<td>(506,112)</td>
<td>179,377</td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Support and Revenue</strong></td>
<td>$69,771,580</td>
<td>$53,886,970</td>
</tr>
<tr>
<td><strong>EXPENSES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program Services:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Creating Economic Opportunities</td>
<td>48,920,303</td>
<td>26,518,919</td>
</tr>
<tr>
<td>Strengthening Communities and Civil Society</td>
<td>13,083,306</td>
<td>11,099,954</td>
</tr>
<tr>
<td>Responding to Natural Disasters</td>
<td>1,306,640</td>
<td>10,278,373</td>
</tr>
<tr>
<td>Promoting Social Progress</td>
<td>460,896</td>
<td>371,386</td>
</tr>
<tr>
<td><strong>Total Program Services</strong></td>
<td>$63,771,145</td>
<td>$48,268,632</td>
</tr>
<tr>
<td>Supporting Services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management and general</td>
<td>4,761,493</td>
<td>4,855,150</td>
</tr>
<tr>
<td>Development</td>
<td>563,490</td>
<td>342,108</td>
</tr>
<tr>
<td><strong>Total Supporting Services</strong></td>
<td>5,324,983</td>
<td>5,197,258</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>$69,096,128</td>
<td>$53,465,890</td>
</tr>
<tr>
<td>Change in net assets before other item</td>
<td>675,452</td>
<td>421,080</td>
</tr>
<tr>
<td><strong>Other Item</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Receipt of parcel of land and building</td>
<td>1,711,324</td>
<td></td>
</tr>
<tr>
<td>Change in net assets</td>
<td>2,386,776</td>
<td>421,080</td>
</tr>
<tr>
<td><strong>NET ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Beginning</td>
<td>4,388,218</td>
<td>3,967,138</td>
</tr>
<tr>
<td><strong>Ending</strong></td>
<td>$6,774,994</td>
<td>$4,388,218</td>
</tr>
</tbody>
</table>

PADF was issued an unmodified audits report for FY 2013 and is audited annually by the accounting firm Gelman, Rosenberg & Freedman. Copies of audited financial statements and federal form 990 are available at padf.org/financials.
Washington, D.C.
John Sanbrailo
Executive Director
Judith Hermanson, PhD
Deputy Executive Director and Chief Operating Officer
Kristan Beck
Senior Director of Finance and Administration
Louis Alexander
Senior Programs Director
Daniel O’Neill (through Jan. 2013)
Senior Program Director, Caribbean
Caterina Valero
Program Director, Civil Society
Lance Leverenz
Director of Business Development
Paul Fisher
Director of Corporate Partnerships and Development
Hearly G. Mayr
Director of Communications and Public Affairs
Joseph Blubaugh
Director of Grants and Contracts
Luisa Villegas
Program Director, South America
Magalie Brunet
Program Director, Haiti
Liza I. Mantilla
Director of Disaster Management (from June 2013)
Oluseto Akinjiola (through April 2013)
Director of Human Resources
Camila Payán
Deputy Director, Civil Society
Shakeh Akopian
Controller
Bernard Fructuoso
Senior Audit & Finance Manager
Nathalie Liautaud
Senior Program Advisor, Caribbean
Mischka Garel (from June 2013)
Senior Program Manager, Health
Sandra Pérez
Senior Special Assistant to the Deputy Executive Director & Chief Operation Office – Operations & Administration

Colombia
Soraya Osorio
Country Director
Gloria Nelly Acosta
Director, IDP Program

Luz Cristina Pinzón
Director, New Business Development and Communications
Carlos Castellanos
Director, Finance and Administration
Alfonso García
Deputy Director, Alternative Development

Haiti
Nadia Cherrouk
Country Director
Jean-Erick Déryce
Technical Director
Haiti Emergency Shelter Rehabilitation Program
Farook Doomun
Director of Administration and Finance
Arsel Jérome (through January 2013)
Project Director, Programme de Développement Participatif (PRODEP) Rural Community Driven Development

Suriname
Carlo Arze
Program Director
USAID Suriname Youth Development and Juvenile Justice Program – Kari Yu!

Honduras
Marco Aranda Bautista
Project Coordinator
Disaster Risk Reduction Project Honduras – Taiwan
Julio C. Quiñónez
Technical Advisor
Disaster Risk Reduction Project Honduras – Taiwan
Martha E. López
Technical Advisor
Disaster Risk Reduction Project Honduras – Taiwan
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We are an Ideal Mechanism for Social Responsibility Programs
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Investing in Social Progress 2003-2013

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Washington, DC 20006

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Bequests can be made to PADF through a donor’s will or living trust.

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Donations of stock, appreciated real estate, property, insurance, or trusts can be made to PADF in support of its programs.

Stewardship
At PADF we take pride in our stewardship of the Foundation’s assets and sound financial management practices. As part of our effort to maximize the value of every dollar we receive, we carefully monitor and review program expenditures, use donations and grants for their intended purposes and look for ways to leverage funds for maximum impact. Also, we undergo rigorous external audits annually to ensure we maintain strong internal controls and remain in compliance with all applicable rules and regulations. This year again, PADF received an unmodified audit.

PADF is certified as a Partner in Trust by GuideStar, and received the Seal of Excellence from InterAction, the largest alliance of U.S.-based international non-governmental organizations (NGOs).
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The Pan American Development Foundation, a 501 (c) (3) nonprofit organization, brings together many stakeholders to improve livelihoods, empower communities, strengthen civil society, support human rights, protect the environment, and respond to natural disasters in Latin America and the Caribbean. Established by the Organization of American States in 1962, PADF has worked in every country in the region. In 2013 PADF reached more than 10 million people by investing $69 million in development resources in 22 Latin American and Caribbean countries.