Our Mission

The Pan American Development Foundation assists 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.
Every day we strive to create a more prosperous and equitable Hemisphere.

This is why PADF provides vulnerable and excluded people with development and post-disaster support, enabling them to achieve dignity and self-reliance, while bringing about enduring economic and social progress.

These are the stories of the people we serve.
Building a New Life
Colombia’s Displaced Families Come Home

Maria Deyanira García lost everything when she was forced to leave her home in Northwestern Colombia. She is one of more than 5.5 million people who have been displaced by the country’s decades-long civil conflict.

Thanks to the Familias en Su Tierra (Families in their Homeland) program, María has returned to her home in the municipality of Granada and is building a new life. “I plan to buy a cow to start a small business to produce milk and cheese,” she says.

PADF is working with the Colombian government’s Department for Social Prosperity (DPS) in 18 priority departments (provinces) throughout Colombia to assist more than 38,800 displaced families. They are now returning voluntarily to their homelands to reestablish themselves in the community. Going back home after years of displacement, however, can be challenging. Many families remain financially vulnerable and lack access to food and basic services.

President Juan Manuel Santos’ administration has led this initiative to assist individuals during resettlement. The program helps them generate income and apply for bank credits and housing subsidies. It also restitutes lands, helps displaced families resettle, and provides financial reparations under Colombia’s Victims Law. Many of those affected are indigenous people and ethnic minorities, including Afro-Colombians from the country’s Pacific coast.

Access to government resources helps individuals build a foundation and a network to sustain them in the long-term, says Orley Santacruz, Mayor of San Rafael in the Department of Antioquia. “Families find an opportunity to start a business, to improve their financial standing, which results in a better quality of life. It’s an opportunity to reestablish themselves in their homelands.”

Other programs in Colombia:

- Building safe spaces to help keep children and youths from forced recruitment by armed groups
- Helping some 600 low-income residents strengthen their microbusinesses
- Offering assistance and psychosocial support to women and youth who are victims of the country’s armed conflict
- Providing training and technical assistance to the government’s Human Rights Directorate to help prevent human rights violations
Program Goals

How Reparations Help

What Families Achieve

- Reparations: Provide symbolic support to families in limited installments
- Productive Ideas: Families can invest in farming, fish breeding, and other businesses to improve incomes.
- Housing: Allows them to buy tools and materials to repair or expand their homes
- Food Security: Purchase farming equipment to plant home gardens

Real opportunities

- Fulfill dream of living in peace

Renewed confidence in government institutions

- Assist families in resettling in their lands
- Provide economic stability
- Help individuals exert their rights

Provide symbolic reparations

- Strengthen communities
- Improve community integration and social fabric
Supporting Business in Haiti
Entrepreneurs LEAD the way

Haitian American Yve-Car Momperousse wanted to start a business in Haiti, but faced many obstacles, including a lack of funding, unreliable Internet access and the challenge of organizing local farmers. “This requires lots of patience, time and work,” she says.

Recognizing that an important part of helping Haiti move forward is supporting entrepreneurs like Momperousse, PADF invested $200,000 of grant capital in her business. This is part of the USAID-funded LEAD program (Leveraging Effective Application of Direct Investments), which provides select Haitian businesses access to capital and assists them in implementing their business plans. It’s an effort to support long-term economic growth in the region. LEAD also works closely with members of the Haitian Diaspora, encouraging them to establish businesses in Haiti and to understand how remittances can be used to strengthen the private sector.

Momperousse is the proud owner of Kreyol Essence, a Port-au-Prince-based agribusiness that produces and sells organic beauty products such as Haitian black castor oil, exotic hair pomades, soaps and candles. The company has hired more than 50 people and plans to employ as many as 300 in the future.

The LEAD grant enabled Kreyol Essence to improve its technological infrastructure, purchase equipment, develop marketing materials and hire consultants to train farmers in cultivation. As the first large grant Kreyol Essence received, the LEAD funding helped the company leverage other investments, says Momperousse.

LEAD has already invested more than $5 million in 32 businesses from various sectors of the Haitian economy including agriculture, technology, manufacturing and retail. The winning businesses represent great hope for the future of the Haitian economy with their emphasis on innovation, technology, local sourcing and generating exports. So far, more than 7,300 jobs have been created, more than half of them for women.

“The grant allowed the company to build the foundation necessary to compete globally in the castor oil and beauty market,” says Momperousse. “We could not export products and create jobs in Haiti without the funding.”

Investment by Corridor

- **Cap-Haitien**
  - 10 entrepreneurs
  - 3 diaspora
  - $1.49 M
  - $1.70 M

- **St. Marc**
  - 2 entrepreneurs
  - 1 woman
  - $144,000
  - $169,000

- **Port-au-Prince**
  - 17 entrepreneurs
  - 6 diaspora, 7 women
  - $5.29 M
  - $2.98 M

- **Multiple Corridors**
  - 3 entrepreneurs
  - $2.75 M
  - $600,000
Other Businesses

Agri S.A.

**Cap-Haitien Corridor**

Agri S.A. will produce fruit juices in northern Haiti in an area called Marmelade where local juice production has remained low. The objective is to promote effective marketing to increase sales of orange, grapefruit and pineapple juices.

Dlo Haiti S.A.

**All 3 Corridors**

Dlo Haiti decentralizes the supply of potable water by creating water kiosks across the country. These kiosks come with water purifiers that provide clean drinking water to Haitians at affordable prices.

Surtab S.A.

**Port-au-Prince Corridor**

The company established the first light electronics assembly facility to manufacture affordable and durable mobile devices, particularly the popular Android-powered 7-inch tablet.
Standing up Against Child Labor
Awareness Campaign Goes Viral

More than three million Mexican children must work to make ends meet, according to the International Labour Organization. Most work in agriculture and are from poor, rural families. Roughly one third are under the age of fourteen and work at least 35 hours per week.

PADF worked with the Government of Mexico’s Secretariat of Labor and Social Welfare (STPS) to launch the “México Sin Trabajo Infantil” (Mexico Without Child Labor) campaign. We also received support from MTV Latin America, the International Labour Organization, telecommunications giant Telefónica, and Altos Hornos de México, the country’s largest steel plant. The objective was to empower young people to spread the word against child labor through viral marketing on television and through social media channels. Launched in August 2014 at the MTV Millennial Awards in Mexico City, the campaign targeted areas where child labor is a major problem. It included a road show in four Mexican states sponsored by the Cinépolis Foundation with film screenings and workshops on children’s rights. In total, this initiative reached more than 7.5 million people across the country.

The campaign built on the work of young leaders like Pedro Morales, a 23-year-old community activist (bottom left) who won MTV’s Chiuku Award for working to combat child labor in his native Oaxaca State. Morales teaches music to at-risk youth and encourages them to stay in school. His efforts alone have helped more than 500 kids.

Children often face major obstacles to staying in school. “Most of the day they have to work or in some instances care for younger siblings because their parents work,” Morales says. The campaign inspired him to continue his mission to eradicate child labor, he says, “We are ready to move forward with all our energy.”
#MexicoSinTrabajoInfantil
#MexicoWithoutChildLabor

**Major Partners:**
- Government of Mexico
- Telefónica Foundation
- Altos Hornos de Mexico
- International Labour Organization
- Boeing
- Viacom
- Cinépolis Foundation
- Alianza Heartland
- Mexico
- Colectivo Contra la Trata de Personas

**Locations:**
1. MTV Millennial Awards, Mexico City
2. Tuxtla Gutiérrez, Chiapas
3. San Cristóbal de las Casas, Chiapas
4. Chimalhuacán, Estado de México
5. Ixtapaluca, Estado de México
6. Tuxtla Gutiérrez, Chiapas
7. Guadalajara, Jalisco
8. San Luis Potosí, San Luis Potosí
Empowering Youth in Suriname

Program teaches job, life skills

Jenora Wijders (pictured opposite page) of Abrabrokie, a neighborhood in Suriname’s capital Paramaribo, dropped out of school at 17 to take care of her children. She had trouble keeping a steady job. Her story is not uncommon: Only half of the children in Suriname complete secondary school and one quarter of the youth are unemployed. A new program of USAID and PADF—our first in Suriname—is beginning to change that.

The Suriname Youth Development and Juvenile Justice Program, known locally as Kari Yu!, which means “calling you,” gives young people the resources and support they need to succeed in life. PADF partners with the Suriname government and local NGOs to provide youth with basic life skills, job training and job placement. A Youth 2 Youth component of the program empowers young people with the confidence and skills to go back to their communities and train their peers. The project also focuses on reforming the juvenile justice system and assisting offenders in reintegrating into society when they are released.

As a program participant, Jenora received job training and a personal coach to keep her on track. Now 24, she works as an administrative officer at a mechanical parts company.

“The Kari Yu! program really gave me a second chance, a chance to a better life,” she says. “I am independent and can do so much more for me. It feels good.”

So far, more than 340 youths have received support and skills training through the program, resulting in more than 200 internships and 61 new jobs. For young people like Jenora, earning a steady income and supporting her family have made a huge impact. Now, she is raising her sights.

“In the future I want to follow training to be specialized in bookkeeping,” she says.
Kari Yu!, which means “calling you,” invites youth, parents, businesses, government leaders, artists, media, and others to support increased access to employment for young people in Suriname.

**Reality Youth Face**

- High drop-out rate in school
- Limited access to potential employers
- High youth unemployment rate
- Students want better opportunities

**How Kari Yu! Helps**

- Career awareness, life skills training
- Internship and job placement
- Vocational skills development
- Pre-employment skills training
- Job search support

**Kari Yu!**

The Suriname Youth Development and Juvenile Justice Program

- 340 youths have received support and skills training through the program.
- The Kari Yu program has resulted in more than 200 internships and 61 new jobs for youth participants.

Sources: UNICEF, ILO, PADF

- Only **51%** of students will reach the final grade of primary school within six years.
- About **25%** of youth aged 15-24 are unemployed.
- Of youth interviewed in detention, **76%** would like access to technical training.
$92.3 MILLION
Investments in development and disaster management programs in Latin America and the Caribbean

Where We Work

Antigua and Barbuda
Argentina
Barbados
Belize
Brazil
Chile
Colombia
Costa Rica
Dominica
Dominican Republic
Ecuador
El Salvador
Haiti
Honduras
Jamaica
Mexico
Panama
Peru
Saint Kitts and Nevis
Saint Lucia
Saint Vincent and the Grenadines
Suriname
The Bahamas
Trinidad and Tobago
Uruguay
Venezuela

PADF programs reached
15.1 million people

CORPORATE PARTNERSHIPS
Reached more than 500,000 people in 22 countries

Major Partners:
Altos Hornos de Mexico
Boeing
Caterpillar
EMC
Medtronic
Merck
Royal Caribbean Cruises Ltd.
Telefónica
Viacom

One Impactful Year
A Snapshot of PADF in 2014

4.0 million
South America
15.1 million
Mexico and Central America
3.4 million
Caribbean

One Impactful Year
A Snapshot of PADF in 2014

4.0 million
South America
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Mexico and Central America
3.4 million
Caribbean
4 Excellence Hubs

- Washington, D.C.
- Miami
- Port-au-Prince
- Bogotá

Hubs focus on innovation, reconstruction and community resilience, post-conflict transition and income generation, as well as democracy, human rights and civil society.

IN-KIND DONATIONS

- Worth $10.8 million reached
- 1.4 million people in Brazil, Colombia, El Salvador, Uruguay

IN-KIND

MORE THAN 60 projects in Latin America and the Caribbean

MORE THAN $61,600,000 from governments in the LAC region. Colombia was the largest public donor

Reached 24 MILLION people between 2013-14
Our goal is 60 million by 2017

Mobilized $173.2 MILLION between 2013-14, half of our goal of 350 million by 2017

Countries with the largest number of people reached by PADF programs, in-kind donations, and public awareness campaigns:

- Mexico: 7,507,000
- Haiti: 3,135,000
- Colombia: 2,586,000
- Uruguay: 1,046,000
- Brazil: 330,000

Revenue Sources

- 8% Private
- 12% In-Kind
- 67% OAS Member states/ Public sector
- 13% U.S. Government

24 MILLION people between 2013-14
Our goal is 60 million by 2017

$173.2 MILLION between 2013-14, half of our goal of 350 million by 2017

IN-KIND

Countries with the largest number of people reached by PADF programs, in-kind donations, and public awareness campaigns:
Empowering Youth

**Belize:** PADF provided a six-week program on life skills and 14 job networking events to at-risk youth.

**Bahamas, Trinidad & Tobago:** With U.S. Department of State support, PADF is implementing community-based crime prevention programs.

**Uruguay:** With support from Royal Caribbean Cruises Ltd., PADF provided resources and education to more than 60 abused young women.

Increasing Local Economic Development

**Colombia:** PADF worked with more than 900 people from 20 indigenous groups to strengthen their ability to manage businesses.

**Chile:** With support from Boeing, PADF provided training and consulting services to more than 80 women to encourage entrepreneurship and spur job creation.

**Haiti:** To date, the USAID-funded LEAD program has awarded $5 million in grant funds to 32 small businesses in Cap-Haitien, St. Marc and Port-au-Prince.

Delivering In-Kind Donations

PADF delivered in-kind donations valued at $10.8 million to Brazil, Colombia, El Salvador and Uruguay.

**Uruguay:** Received hospital beds, surgical equipment and wheelchairs valued at more than $2.3 million and benefitting more than 1 million people.

**Colombia:** In-kind donations valued at $5.2 million were mobilized in Colombia, including the donation of three training centers outside Bogotá from the Corporación Minuto de Dios.

Improving Disaster Preparedness, Response and Recovery

**Honduras:** With funding from the Government of Taiwan, PADF worked to reduce vulnerability to flooding, benefitting more than 12,000 people.

**St. Vincent & the Grenadines:** PADF launched a Taiwan-funded program to educate youth about the risks of climate change.

Strengthening Civil Society

PADF also reached more than 242,000 people in Latin America and the Caribbean through programs that foster democratic practices, human and civil rights, media freedom and religious tolerance.
Haiti

Major programs included rebuilding quake-damaged homes, improving local infrastructure, and revitalizing neighborhoods. PADF also supported small business entrepreneurs through investments in order to increase job creation in Haiti, and assisted vulnerable youth and women through vocational training.

Brazil

With support from the Caterpillar Foundation, PADF worked with a conservation organization in southern Paraná State to protect endangered forests. PADF also delivered SPECT scanners worth more than $827,000 to a hospital in Rio de Janeiro, an in-kind donation made possible by USAID and Royal Caribbean Cruises Ltd.

Regionally

Implemented the “Believe in Tolerance” campaign with support from the U.S. Department of State and Boston-based Facing Our History and Ourselves to promote religious tolerance and raise awareness about anti-Semitism. The program reached more than 100,000 people in 21 countries.
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 cross-border cooperation and exchanges among countries in the region.
• Supporting workforce development

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
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 in disaster recovery, reconstruction and mitigation
• Strengthening community responses to natural disasters
• Supporting the Inter-American Committee for Disaster Reduction
• Aiding victims of humanitarian crises
Corporations and Institutions
Alto Horinos de México
Boeing
Caterpillar
Chevron
Cinépolis
Citi
Coltabaco
Cornwell Quality Tools Company
Courts Belize (Unicomer Group)
Cuello’s Distillery
Diageo
Digicel
Ecopetrol
EMC
Emil C. Pinelo & Associates
Gaia, Silva, Gaede & Associates
Global Marketing
Greenberg Traurig LLC
Medtronic
Merck
MPC Marketing
Ramada Belize City Princess
Ready Call Center (RCC)
Riley-Sloane
Royal Caribbean Cruises Ltd.
Santander Group
SMART
Telefónica
The Liaison Capitol Hill
The Office Gurus
Viacom
Virtual Executive Services
Wood Stop (The Menas Group of Companies)
Chambers of Commerce and Business Associations
American Chambers of Commerce in Chile, Colombia, Costa Rica, Dominican Republic, El Salvador, Guatemala, Haiti, Honduras, Jamaica, Nicaragua, Trinidad & Tobago and Venezuela
Association of Small and Medium Enterprises in Suriname (AKMOS)
Association of Surinamese Factories (ASFA)
Chamber of Commerce and Industries of the North East (Haiti)
Chamber of Commerce of the North
FEDECARIBE
La Inmaculada Credit Union Ltd.
Suriname Business Forum (SBF)
Suriname Hospitality Association
Suriname Trade and Industry Association (VSB)
U.S. Chamber of Commerce
Foundations
Caterpillar Foundation
Christian Foundation for Education Projects in Suriname (PROJEKTEN)
Cinépolis Foundation
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
MAFFRE Foundation
My Future Foundation
Puerto Bahía Foundation
Restrepo Barco Foundation
Telefónica Foundation Mexico
The Charles Delmar Foundation
The mGive Foundation
The Sage Foundation
Women’s Issues Network Belize
International NGO Partners
Alianza Heartland México
American Red Cross
Boys & Girls Club of Broward County
Caritas
Caritas Emergencias, A.C.
CEPEI
ChildFund
Colectivo Contra la Trata de Personas en México
CONCERN
Facing History and Ourselves
Feed My Starving Children
Feed the Children
GAYAP
Global Impact
Habitat for Humanity
Haiti Partners
Heartland Alliance International
Infancia Común
International Center for Not-for-Profit Law
International Lifeline Fund
International Service of Hope/IMPACT
Junior Chamber International – Suriname
KIND
Marion House
MTV EXIT
National Development Foundation of Dominica (NDFD)
Partners of the Americas
Private Sector of the Americas
Sociedad Chaua
Sociedad de Pesquisa em Vida Selvagem e Educação Ambiental (SPVS)
Soufriere Foundation
St. Vincent and the Grenadines Red Cross Society
University Research Co., LLC (URC)
Young Women’s Christian Association
Yunus Social Business
Public Sector
Government of the Bahamas
Bahamas Bar Association
Bahamas Crisis Center
Bahamas Royal Police Force
Department of Social Services
Ministry of Education
Ministry of National Security
Ministry of Youth
Office of the Attorney General
The Juvenile Court
Government of Belize
Belize Police Department
Belize Trade and Investment Development Service (BELTRAIDE)
Conscious Youth Development Programme (CYDP)
Ministry of Human Development
RESTORE Belize
SBDC Belize
Government of Brazil
Municipality of Campo Largo
Youth Engagement Services (YES)
Belize
This program targets youths who have limited opportunities in order to support micro and small businesses that increase access to jobs and encourage entrepreneurship in Belize City.
PADF is enhancing the capacity of young people, police and justice sector officials to work together on crime prevention, promote behavioral change, and build trust.

**Government of Colombia**
Administrative Unit for Territorial Consolidation
Department for Social Prosperity (DPS)
Ministry of Commerce, Industry and Tourism
Ministry of Foreign Affairs
Ministry of the Interior
Ministry of Justice and Rights
Ministry of Labor
Municipality of Barrancabermeja
Unit for Comprehensive Care and Reparation to Victims (UARIV)

**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 Agriculture
Ministry of Commerce and Industry (MICI)
Ministry of Education
Ministry of Public Works, Transport and Communication (MTPTC)
Ministry of the Economy and Finance (MEF)
Ministry of the Interior (MICT)
Municipality of Anse-à-Pitre
Municipality of Cité Soleil
Municipality of Delmas
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 of the Central District (CODEM)
Permanent Contingency Commission (COPECO)
Secretary of Development and Social Inclusion (SEDIS)
UCLBP

**Government of Mexico**
Secretariat of Labor and Social Welfare (STPS)

**Government of the Netherlands**
Embassy of the Netherlands, Colombia

**Government of St. Vincent and the Grenadines**
National Emergency Management Office (NEMO)
Ministry of Agriculture
Ministry of Housing
Ministry of National Mobilization

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

**Government of the United States**
Department of Defense
Department of Homeland Security
Department of State
Department of State, Bureau of International Narcotics and Law Enforcement Affairs
Department of Veterans Affairs
Embassy of the United States of America, Colombia
Embassy of the United States of America, Suriname
General Services Administration
United States Agency for International Development (USAID)

**Other Partners**
Caribbean Local Economic Development (CARILED) Belize
Local community committees (GCB and COPRODEP); Bel-Air, Carrefour-Feuille, Cité Soleil, Delmas 32, Martissant, Simmonds-Pélé
National Autonomous University of Honduras (UNAH)
Samuel Haynes Institute of Excellence
St. Bernadette de Martissant Parish
University of Belize

**Multilateral**
BID Juventud
Caribbean Development Bank
Inter-American Development Bank
Inter-American Institute for Cooperation on Agriculture (IICA)
International Labour Organization
OPEC Fund for International Development
Organization of American States
Pan American Health Organization
The World Bank
United Nations Human Settlements Programme
United Nations Children’s Fund
United Nations Development Programme
United Nations Population Fund
United Nations Stabilization Mission in Haiti (MINUSTAH)
World Food Programme

**Community-Driven Development**
Haiti
PADF is working with several local communities in the Port-au-Prince metropolitan area to define and carry out development priorities that are identified and selected by local residents.
More than a decade ago at the Special Summit of the Americas, leaders gathered to discuss the hemisphere’s rapid economic growth alongside rising poverty levels. In the Declaration of Nuevo León, they renewed a commitment to strengthening democratic governance, protecting human rights and fostering social development and inclusion. It was clear that the Americas needed more than economic growth in order to flourish. We needed to incorporate the principles of inclusion and equity as the true measures of prosperity.

We continue to work toward that important goal. In 2014, the Pan American Development Foundation (PADF), an affiliate of the Organization of American States (OAS) for more than five decades, implemented the largest program in its history. PADF mobilized more than $92 million in development and disaster assistance. These efforts assisted 15 million vulnerable people in Latin America and the Caribbean.

PADF’s innovative programs helped the Colombian government implement its Victims Law and promote inclusion for Afro-descendants and indigenous peoples. They also provided greater opportunities to victims of the country’s long civil conflict and developed centers for at-risk youth.

In Haiti, PADF worked with more than 1,000 communities to nurture grassroots participation and allow Haitians to determine their own development priorities, in accordance with the Inter-American Democratic Charter. The Foundation also supported small business development and implemented urban reconstruction programs after the 2010 earthquake.

Throughout the region, PADF expanded its programming with girls, women and at-risk youth. Other projects strengthened civil society organizations, fostered community-based crime prevention, expanded environmental conservation and made crucial improvements to infrastructure in some of the poorest communities in the hemisphere. PADF partnered with communities to help them better prepare for disasters and address the effects of climate change.

To achieve these objectives, PADF forged partnerships with national and local governments, bilateral donors, corporations, multilateral organizations and other key allies who are committed to sustainable and equitable development.

Major challenges remain, however. While some in Latin America and the Caribbean are now more prosperous than a decade ago, millions of others remain excluded from the mainstream. Poverty, unemployment, gender discrimination and lack of access to education disproportionately affect many. Indigenous people, Afro-descendants, youth, girls and women, and displaced persons are particularly vulnerable.

On this issue, the statistics continue to be staggering. Today, the poorest 40 percent of the Latin American population receives just 15 percent of the total income. Roughly 21 percent of the population—130 million Latin Americans—have been living in poverty since 2004, according to the World Bank.

Our mission is to change this. PADF will continue to create new opportunities for social inclusion and economic progress for those most in need. This will improve the income and quality of life for those who have not yet reaped the benefits of the region’s prosperity.

In response to the call for “Prosperity with Equity,” the theme of the seventh Summit of the Americas, PADF will continue to work toward this shared future. Our goal is to reach out to those who have been traditionally marginalized. Together, we will continue to build a more prosperous, equitable and inclusive hemisphere for all.
José Miguel Insulza  
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Secretary General  
Organization of American States

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Vice Chairman  
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Jesús J. Canahuati  
Executive Vice President  
ELCATEX

Ivelisse Estrada  
(Senior Vice President)  
Corporate and Community Relations  
Univision Communications Inc.

J. Nicholas Galt  
(from October 2013)  
President, AACCLA  
Executive Chairman  
TSL Group

William D. Gambrel  
Past President, AACCLA  
Past President, BankBoston,  
Colombia

Frank D. Gómez  
(from May 2014)  
Past PADF President  
Strategic Advisor, Office of the Chief  
Administrative Officer  
Educational Testing Service (ETS)

David L. Hunt  
Vice President & Chief Operating Officer  
Global Division  
Educational Testing Service (ETS)

Craig Kelly  
Director for the Americas  
International Government Relations  
ExxonMobil

Paul G. Knollmaier  
Marketing & Operations  
Support Director  
Americas Distribution Services  
Division  
Caterpillar, Inc.

Robert M. McGee  
Past PADF President  
Past President, Occidental  
International Corporation

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

Luis A. Ubiñas  
(from May 2014)  
Independent Consultant  
Past President, Ford Foundation

Alexandra Valderrama  
(from March 2014)  
Manager, International Government  
Affairs Policy, Government and  
Public Affairs  
Chevron

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Galo Plaza, 1968-1975  
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-Present

PADF Board Presidents
William Sanders, 1962-1972  
T. Graydon Upton, 1972-1977  
L. Ronald Scheman, 1977-1983  
Leveo Sánchez, 1985-1988  
J. John Jova, 1988-1990  
Robert M. McGee, 1990-1992  
George M. Kroloff, 1992-1995  
Jorge Rios, 1995-1997  
Jack Heller, 1997-2000  
Alexander F. Watson, 2000-2002  
Frank Gómez, 2002-2004  
Ruth Espey-Romero, 2004-2006  
Frank Gómez, 2006-2009  
Frank Gómez, 2009-2011  
Maston N. Cunningham 2011-2012  
Frank Gómez, 2012-2013  
Ruth Espey Romero 2013-Present

PADF Executive Directors
L. Ronald Scheman, 1962-1968  
Sy Rotter, 1968-1974  
Norman Goijber, 1974-1977  
Michael D. Miller, 1977-1980  
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
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, 2014 and 2013, 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 and the standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller General of the United States. 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, 2014 and 2013, 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
March 18, 2015
# Operating Revenue and Expenses

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SUPPORT AND REVENUE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants and contributions</td>
<td>81,022,188</td>
<td>61,266,022</td>
</tr>
<tr>
<td>In-Kind contributions</td>
<td>11,155,226</td>
<td>8,847,475</td>
</tr>
<tr>
<td>Shipping reimbursables/subsidies</td>
<td>163,394</td>
<td>161,884</td>
</tr>
<tr>
<td>Other income</td>
<td>32,477</td>
<td>2,311</td>
</tr>
<tr>
<td>Foreign currency translation (loss) gain</td>
<td>398,694</td>
<td>(506,112)</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><strong>$92,771,979</strong></td>
<td><strong>$69,771,580</strong></td>
</tr>
<tr>
<td><strong>EXPENSES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Program Services</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Creating Economic Opportunities</td>
<td>71,189,773</td>
<td>48,920,303</td>
</tr>
<tr>
<td>Strengthening Communities and Civil Society</td>
<td>10,276,731</td>
<td>13,083,306</td>
</tr>
<tr>
<td>Responding to Natural Disasters</td>
<td>526,299</td>
<td>1,306,640</td>
</tr>
<tr>
<td>Promoting Social Progress</td>
<td>3,866,698</td>
<td>460,896</td>
</tr>
<tr>
<td><strong>Total Program Services</strong></td>
<td><strong>$85,859,501</strong></td>
<td><strong>$63,771,145</strong></td>
</tr>
<tr>
<td><strong>Supporting Services</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management and general</td>
<td>6,038,111</td>
<td>4,761,493</td>
</tr>
<tr>
<td>Development</td>
<td>663,404</td>
<td>563,490</td>
</tr>
<tr>
<td><strong>Total Supporting Services</strong></td>
<td><strong>$6,701,515</strong></td>
<td><strong>$5,324,983</strong></td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$92,561,016</strong></td>
<td><strong>$69,096,128</strong></td>
</tr>
<tr>
<td>Change in net assets before other item</td>
<td>210,963</td>
<td>675,452</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>210,963</td>
<td>2,386,776</td>
</tr>
<tr>
<td><strong>NET ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Beginning</td>
<td>6,774,994</td>
<td>4,388,218</td>
</tr>
<tr>
<td>Ending</td>
<td><strong>$6,985,957</strong></td>
<td><strong>$6,774,994</strong></td>
</tr>
</tbody>
</table>

PADF was issued an unmodified audit report for FY 2014 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.
PADF Staff

Washington, D.C.

John Sanbrailo
Executive Director

Judith Hermanson, Ph.D.
Deputy Executive Director and Chief Operating Officer

Kristan Beck
Senior Director of Finance and Administration

Caterina Valero
Senior Programs Director

Louis Alexander
(through July 2014)
Senior Programs Director

Pilar Heraud
Program Director, In-Kind Donations

Lance Leverenz
Director of Business 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

Cynthia Colas
Director of Human Resources

Camila Payán
Program Director, Civil Society

Bernard Fructuoso
Director of Finance

Sandra Pérez
Director of Administration and Trustee Relations

Shanna Tova O’Reilly
Project Director, Caribbean

José Pandal
Director of Information Technology

Shakeh Akopian
Controller

Carlos Castellanos
Deputy Director for Budgets & Colombia Grants

Adriana Gahm
Senior Accountant & Financial Analyst

Paul Fisher
(through August 2014)
Director of Corporate Partnerships and Development

Mischka Garel
(through June 2014)
Senior Program Manager, Health

Colombia

Soraya Osorio
Country Director

Luz Cristina Pinzón
Director, New Business Development, Government Relations and Communications

Gloria Nelly Acosta
Director, Socio-Economic Development and Institutional Strengthening

Alfonso García
Deputy Director, Territorial Development and Governability

Adriana Escobar
Manager, Contracts, Grants and Agreements

Haiti

Nadia Cherrouk
Country Director

Jean-Erick Déryce
Technical Director
Haiti Emergency Shelter Rehabilitation Program

Cédrelle A. Jean Louis
(from October 2014)
Director of Administration & Finance

Farook Doomun
(through August 2014)
Director of Administration & Finance

Kerline P. Rock
Project Director, Urban Community-Driven Development (PRODEPUR)

A.E. Friedrich Nicolas
Project Director

Rosemonde St. Hilaire Sopin
(from November 2014)
Human Resources Officer

St. Vincent & the Grenadines

Christobelle Ashton
Project Coordinator
Resilient Livelihoods Project
SVG – Taiwan

Devon Wright
Administrative & Finance Officer
Resilient Livelihoods Project
SVG – Taiwan

Suriname

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

Majella van der Werf
Senior Consultant
USAID Suriname Youth Development and Juvenile Justice Program – Kari Yu!

Lilian Wiebers
Director of Youth, Gender and Partnerships
USAID Suriname Youth Development and Juvenile Justice Program – Kari Yu!

Honduras

Marco Aranda Bautista
Project Coordinator
Disaster Risk Reduction Project Honduras – Taiwan

Julio C. Quinonez
Technical Advisor
Disaster Risk Reduction Project Honduras – Taiwan

Martha E. López
Technical Advisor
Disaster Risk Reduction Project Honduras – Taiwan

Dunia Yaniez
Finance and Administration Officer
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
2004—2014
(in millions of dollars)

How to Contribute
Online
Donate online at padf.org/donate

Check or Money Order
Pan American Development Foundation
1889 F Street NW, 2nd Floor
Washington, DC 20006
Tel: 202.458.3969

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

Other Donations
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).
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 2014 PADF reached more than 15 million people by investing over $92 million in development resources in 27 Latin American and Caribbean countries.