INVESTING IN PEOPLE:
EMPOWERING THE AMERICAS

2016 Annual Report | Pan American Development Foundation
A boy poses in his village situated on Colombia’s largest wetland lagoon in the northern department of Magdalena. As part of a program to returning to their homelands after the civil conflict, Colombia’s Department of Social Prosperity and PADF organized a cleanup of the marshes in Sitoneuvo that surround the Magdalena River leading to the Caribbean Sea.
8,000,000 MILLION PEOPLE REACHED

COLOMBIA’S MINISTRY OF AGRICULTURE AND PADF HAVE HELPED

8,000 FARMERS INCREASE PRODUCTIVITY AND REACH NEW MARKETS

PADF HAS PROVIDED BASIC LIFE SKILLS, VOCATIONAL TRAINING AND JOB PLACEMENT SERVICES TO MORE THAN

2,580 AT-RISK YOUTH IN SURINAME

YOUTH CENTERS BUILT ON BEHALF OF COLOMBIA’S MINISTRY OF FOREIGN AFFAIRS SERVE

15,553 PEOPLE IN COASTAL BELIZE RECEIVED TRAINING TO PREPARE FOR AND RESPOND TO RISKS ASSOCIATED WITH CLIMATE CHANGE

75,000 FAMILIES

PROVIDED SCIENCE AND TECHNOLOGY TRAINING TO NEARLY

1,000 STUDENTS & TEACHERS AS PART OF STEM PROGRAMS IN COLOMBIA, ARGENTINA, MEXICO, CHILE AND BRAZIL

9,000 PEOPLE IN VULNERABLE HILLSIDE COMMUNITIES IN GUATEMALA WILL BENEFIT FROM A TAIWAN-FUNDED DISASTER MITIGATION PROJECT

8,182 PEOPLE REACHED THROUGH CRIME PREVENTION AND COMMUNITY POLICING PROGRAMS IN SURINAME, TRINIDAD AND TOBAGO AND THE BAHAMAS

12,878 JOBS CREATED IN HAITI AFTER A USAID-FUNDED INVESTMENT PROGRAM PROVIDED FUNDING AND TECHNICAL ASSISTANCE TO SUPPORT HAITIAN ENTREPRENEURS
Word for Word

“It is an unforgettable experience to see how people are 100 percent committed and try to get together to achieve a common goal.”

— Aristides Pérez Hernández, a coordinator from the office of the mayor in Mixco, Guatemala, where PADF is implementing a disaster risk reduction project with funding from Taiwan

“If a man can do it, I can, too.”

— Eunide Majeur, a victim of violence in Cité Soleil, Haiti, learned masonry through a vocational training program funded by the U.N. Stabilization Mission in Haiti (MINUSTAH)

“In this project, people are given tools to trust themselves again, to have the opportunity to rejoin society. Most importantly, they come to know what reconciliation and true forgiveness are.”

— Fabián Pérez Álvarez, on the support he received from a Ministry of Justice reintegration program for ex-combatants in Bucaramanga, Colombia

“I’m tired when I get home at night, but knowing I have this job gives me strength.”

— Laurent Vertier, a construction worker at a World Bank-funded project to revitalize the Port-au-Prince neighborhood of Delmas 32

“Kari Yu! changed my life. Before I was just dreaming, but now I am planning!”

— Dennis, 23, completed a job training and life skills course in Suriname funded by USAID

“My job was to be the attorney. I had to make sure my client didn’t go to jail, and I did. We learned a lot.”

— Jaylen Missick, a student at Akhepran International Academy in Nassau, Bahamas, participated in a mock trial, part of a crime prevention program funded by the U.S. Department of State and implemented by PADF.
Get Inspired

PEDALING TOWARD A BETTER FUTURE
Liseth walks for more than an hour from her home in Riohacha, La Guajira, Colombia to get to school. The sun is hot and when it rains, the path is muddy. Thanks to an alliance between the beverage company Postobón and PADF Colombia, her commute is much shorter. Postobón delivers bicycles to vulnerable students in rural areas to reduce school dropout rates and improve academic performance. To date, Postobón has donated more than 600 bikes to children in rural communities.

CARIBBEAN CRIME PREVENTION
Watch online: Gangs rule Ryan Assing’s neighborhood in East Port of Spain, Trinidad and Tobago. He has seen his high school classmates gunned down and has trouble finding a safe ride to school. Ryan participates in the Resistance and Prevention Program (RAPP), which is funded by the U.S. Department of State Bureau of International Narcotics and Law Enforcement Affairs (INL) with support from PADF. Visit us online to watch a documentary about gang violence, crime and one young man’s efforts to better his community. padf.org/documentary

HEALTHY WATER, HEALTHY LIFE
With funding from Royal Caribbean Cruises Ltd., PADF protected the water supply in the village of Labadie in Northwest Haiti. Today, 1,200 families now benefit from an upgraded water reservoir, a refurbished clean water kiosk and a new water catchment system, which reduces the risk of community-based disease outbreaks. “When it rained, the old water tank filled with mud,” says Labadie resident Solivert Josué. “Now, the area is protected and we have clean water. It’s wonderful!”

BRIDGING THE DIGITAL DIVIDE
While school enrollment rates in the region have vastly improved in recent years, Latin American students continue to rank in the bottom third worldwide in math, reading and science. One of the barriers to success is unequal access. This year, PADF teamed up with The Boeing Company and the Dart Foundation to launch “STEM in the Americas,” a project to promote science, engineering, technology and mathematics to nearly 1,000 students and teachers in Argentina, Brazil, Mexico, Colombia and Chile. Whether it’s a science fair in Mexico, supplying textbooks in Argentina or providing educational support to teachers in Chile, PADF and partners are working to bridge the digital divide. padf.org/STEM

SWEET DREAMS, FROM HAITI
Lionel Bernard is bringing hope to Haiti, one ice cream cone at a time. “I wanted to do something good in the community where I grew up,” he says. Lionel and his brother partnered with Brooklyn, New York-based Blue Marble Ice Cream to launch Bèl Rèv (Sweet Dreams) ice cream in Port-au-Prince in September 2016. The business aims to help vulnerable women receive job training and eventually become owners of a franchise. Lionel received support from Leveraging Effective Application of Direct Investments (LEAD) a USAID-funded program implemented by PADF that offers technical support and matching grants to Haitian businesses. belrev.org
Central America is facing its worst drought in decades and more than 3.5 million people in the region do not have reliable access to food. Dry conditions combined with nutrient-poor soil and deforestation have triggered major crop losses. PADF is helping thousands of people in Guatemala combat food insecurity through a program funded by the Office of U.S. Foreign Disaster Assistance (USAID/OFDA).

The “Yo Me Adapto” (I Adapt) program is improving the lives of approximately 9,000 farmers and their families by teaching climate-smart agricultural practices that maximize crop yields. The project established a model farm to showcase equipment such as a weather station, a rainwater collector, greenhouse tunnels and a controlled drip irrigation system. The farm also functions as a laboratory to test how varieties of corn, beans and vegetables adapt to dry weather.

With the assistance of local partners including the Universidad del Valle de Guatemala and the Government of Guatemala Ministry of Agriculture, Livestock, and Food (MAGA), the project has expanded a network of rural learning centers. Each center provides government technicians and community leaders with vital training in soil conservation, reforestation, irrigation and other skills.

“Thanks to the training we’ve learned how to diversify our crops and sell them in the local market,” says Melvin Morales, a farmer in the village of San Rafael, Sanarate Department.

“Increasing our incomes will give us the chance to withstand the drought, and have food year-round.”

“Lobster fishing with little more than a net and hook is grueling work” for Jacinto Uriana (right), an indigenous Wayuu man living in La Guajira on Colombia’s Caribbean coast. The government is making it easier for him to support his family with modern equipment and a motorboat. They’ve also helped fishermen establish a savings fund to sustain the community when times are tough.

“We are very grateful,” says Jacinto. “We already see results. I’m working for subsistence now and with the boat I can help my family and my kids every day. It gives us more tools for work and eventually, we can have a better future.”

Colombia has one of the largest Afro- and indigenous populations in the Americas. Unfortunately, these groups have been disproportionately affected by violence, internal displacement, poverty and hunger. The United Nations estimates that 63 percent of indigenous Colombians live below the poverty line. They also face environmental degradation and threats to their cultural heritage.

That’s changing in recent years, as the Government of Colombia has made indigenous development a priority. The Department of Social Prosperity works with PADF to address the needs of these traditionally underserved communities through a program called Ethnic Differentiated Focus, or IRACA.

Since 2012, the government-led program has served more than 30,000 indigenous and Afro-descendant families in 17 departments and 50 municipalities in Colombia, investing more than USD $50 million to improve food security and income generation. The program also works to safeguard human rights and ensure the cultural survival of the country’s diverse ethnic groups including the Wayuu, Awá, Embera and Kansa, among others. The goal is to empower communities in their own development.

In the town of Riosucio, Caldas Department, the program distributes seeds to farmers and gives technical assistance to improve the harvest. “We are very happy because we are harvesting high quality produce,” says Henry de Jesús Bueno. “This improves the quality of life of our families.”
When PADF arrived in Northwest Haiti, residents said it hadn’t rained for eight months and crops were suffering.

Haiti is one of the most food insecure countries in the world and one in five children suffers from chronic malnutrition. The situation has reached crisis levels due to a lack of rain and skyrocketing prices for food staples, particularly in the country’s northwest.

PADF joined with Heifer International, the Haitian Red Cross and the American Red Cross to distribute 5,000 goats, chickens, turkeys and pigs to residents of Northwest Haiti to improve food security and provide income.

Eight months after having received their livestock, residents returned the favor to their neighbors: They offered the first litters to others, who in turn will have access to food and opportunities to earn a living.

Ongoing through 2017, the program works with thousands of community members to create vegetable gardens for vulnerable families, improve irrigation systems and establish animal breeding centers. Residents also learn about proper nutrition and sanitation through hands-on workshops and events. By learning and applying new farming techniques, Haitian farmers acquire the tools to build a sustainable livelihood.

Last year, Rosita Cherry received three goats through the program. Today, her brood has grown to seven.

"I take very good care of my animals," she says. "They are my bank. If I struggle to pay school fees for my children, I’ll sell a few goats to pay tuition."

PADF partnered with the Government of Mexico’s Secretariat of Labor and Social Welfare (STPS) to launch “Todos Contra el Trabajo Infantil” (Everyone Against Child Labor), an awareness campaign that reached more than 94 million people on social media. Mexican actress and singer Maite Perroni acted as goodwill ambassador, kicking off the campaign in October 2016 at the Papalote Children’s Museum in Mexico City. Additional partners included the Telefónica Foundation Mexico, the International Labour Organization (ILO), the Taipei Economic and Cultural Office in Mexico and the Mexican Youth Institute (IMJUVE).

The campaign empowered young people to become agents of change by offering them tools to take action in their communities.

"The Mexican government is taking important steps to combat child labor," said Alfonso Navarrete Prida, Secretary of Labor and Social Welfare. "Change starts with young people. They have a powerful and viral voice that can be part of the solution."

More than 1,000 students attended university forums in Campeche, Tabasco, Puebla and Hidalgo, where they shared ideas about how to raise awareness in their communities and on social networks.

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RESPONDING TO DISASTERS

THE MAGNITUDE 7.8 EARTHQUAKE THAT STRUCK OFF THE COAST OF NORTHWESTERN ECUADOR in April 2016 was the strongest tremor to hit the country in decades. It affected an estimated 720,000 people, caused hundreds of deaths and displaced more than 33,000 people. Working alongside Ecuadorian nonprofit partners Paz y Esperanza and Participación Ciudadana, PADF quickly identified communities in need of humanitarian assistance. With the help of artists Ricardo Montaner, Nicky Jam, Gian Marco and Luis Enrique, PADF and private sector partners raised funds to provide water filters, hygiene kits and other emergency supplies to more than 5,000 people.

HURRICANE MATTHEW STRUCK SOUTHERN HAITI, EASTERN CUBA AND THE BAHAMAS in October 2016, devastating communities, infrastructure and crops in its path. PADF and partners delivered hygiene kits, emergency food kits, clean water and water purification tablets to more than 23,000 people in Haiti. In Cuba, PADF provided food and hygiene kits to 650 people affected by the hurricane. In the Bahamas, PADF supported the government-led reconstruction program to repair homes on the island of North Andros.

“Not everything is about projects; not everything is about indicators; not everything is about the job. We are human beings and we have the opportunity to work with an organization with a tremendous humanitarian capacity. It’s a big relief for us.”

— Ruth Hidalgo, executive director, Ecuadorian NGO Participación Ciudadana

WHERE WE WORKED

Where we worked

Ecuador
Pedernales, Jama, Bahía de Caráquez, Tosagua

Haiti
Jérémie, Les Cayes, Roseaux, Chantal, Cavaillon, Maniche and St. Jean du Sud

Bahamas
North Andros

Cuba
Guantánamo, Holguín, and Santiago de Cuba

PARTNERS

Diageo
Royal Caribbean Cruises Ltd.
Florida-Caribbean Cruise Association
Individual donors

WHERE WE WORKED

PepsiCo
Gilead Sciences, Inc.
Amerijet
Waitt Institute
RIMCO/Caterpillar
AmCham Haiti
Individual donors
Royal Caribbean Cruises Ltd.

“We’ve lost everything, but thank God we are still alive.”

— Joseph St. Fort, 64, of Camp Perrin, Haiti

padf.org | 2016 Annual Report
IN 2016, PADF LAUNCHED A FIVE-YEAR $25 MILLION INITIATIVE TO STRENGTHEN HUMAN RIGHTS IN CENTRAL AMERICA. FUNDED BY THE UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT (USAID), THE PROJECT WILL EMPOWER COMMUNITIES TO PREVENT AND RESPOND TO HUMAN RIGHTS VIOLATIONS.

PADF’S SUPPORT WILL TARGET HIGHLY VULNERABLE POPULATIONS INCLUDING YOUTH, WOMEN, THE LGBTI COMMUNITY, PEOPLE WITH DISABILITIES, INTERNALLY DISPLACED PERSONS AND MIGRANTS.

THE GOAL IS TO FOSTER AN ENVIRONMENT THAT ALLOWS HUMAN RIGHTS DEFENDERS, LOCAL CIVIL SOCIETY GROUPS, AND INDIVIDUALS TO CARRY OUT THEIR WORK WITHOUT FEAR OF VIOLENCE.
2016 PADF Snapshot

$95.4 million
Investments in development and disaster management programs in Latin America and the Caribbean

8 million
Number of people reached through PADF programs

$106.5 million
Funds received from governments in Latin America, the Caribbean, Asia and Europe.

8 million
Number of people reached through PADF programs

$5.1 million
Value of in-kind donations distributed in Colombia and Uruguay

18 countries reached by PADF programs

More than 150 PADF partners

4,842,770 people assisted through programs in Colombia, including displaced persons, Afro-Colombians, at-risk children and youth, indigenous families and other vulnerable groups.

35+ projects in Latin America and the Caribbean

$24.9 million
Launched a new human rights program in Central America

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$1.3 million
Funding received from corporate partners in 2016

Mobilized $379 million between 2013-16, surpassing our goal of 350 million by 2017

Reached 53 million people between 2013-16, our goal is 60 million by 2017

Programs by area of focus

- Creating Economic Opportunities
- Promoting Social Progress
- Strengthening Communities & Civil Society
- Responding to Natural Disasters

Beneficiaries by region

- South America 84%
- Mexico and Central America 10.2%
- Caribbean 5.8%

In 2016, PADF opened new regional offices in:

- Guatemala
- Mexico
- El Salvador
- Honduras
- St. Kitts and Nevis
- St. Lucia

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In collaboration with the U.S. State Department’s Bureau of International Narcotics and Law Enforcement Affairs (INL), PADF hosted the Caribbean Regional Conference on Crime Prevention to bring together law enforcement and government officials to share successes, best practices and lessons learned.

Haitian entrepreneurs who received investments from the USAID-funded LEAD project attended the Global Entrepreneurship Summit (GES2016) hosted by President Barack Obama at Stanford University in Palo Alto, California, to represent the face of Haiti’s emerging economy.

A USAID-funded youth development program completed the training of over 2,500 at-risk youth and helped secure job and internship placements for nearly 1,200 youth. The project has also introduced 30 juvenile justice reforms and trained 142 juvenile justice operators and case managers.

PADF expanded a partnership with The Boeing Company to establish afterschool STEM (science, technology, engineering, math) academies at approximately 20 area schools in the coastal city of Valparaiso. The program, which will reach 350 students, is also providing training and mentorships to area teachers.

In partnership with the U.S. State Department’s Bureau of Population, Refugees and Migration, PADF is helping assure the well-being of 6,000 internally displaced persons in eastern Colombia.

With support from Taiwan, PADF helped more than 15,000 residents from coastal communities prepare for disasters by creating hazard maps and early warning systems, planting mangroves, providing training and certifying local disaster response teams and more.

Launched the “Yo Me Preparo” (“I’m Getting Ready”) project to help more than 5,000 residents living in informal hillside settlements be better prepared for floods and landslides.

PADF carried out programs throughout Latin America and the Caribbean focused on fostering democratic practices, human and civil rights and media freedom.

Promoting the Sustainable Development Goals

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Four Ways We Work to Empower the Americas

Create Economic Opportunities
We work with vulnerable communities to lay the groundwork for sustainable economic growth.

• 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
PADF helps build resilient communities from which prosperity can grow.

• 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 & Civil Society
PADF promotes human rights and a culture of lawfulness. We believe that civic participation is fundamental to democracy.

• Enhancing democratic values and civic practices
• Empowering civil society, communities and social entrepreneurs
• Promoting human rights, especially for 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
We help communities prepare for and respond to humanitarian crises, natural disasters and the effects of climate change.

• 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
Department of Social Prosperity (DPS)
Ministry of Agriculture
Ministry of Commerce, Industry and Tourism
Ministry of Foreign Affairs
Ministry of the Interior
Ministry of Justice and Rights
Ministry of Labor
National Administrative Department of Statistics (DANE)
Unit for Comprehensive Care and Reparation to Victims (UARIV)
Government of Guatemala
Ministry of Agriculture, Livestock and Food (MAGA)

Government of Haiti
Bureau of Management of Development Assistance Programs (BIMAP)
Directorate of Drug Protection (DPIC)
Haiti Electricity (EHI)
Inter-Ministerial Committee for Territorial Planning (CIAT)
Ministry of Commerce and Industry (MIC)
Ministry of Public Health and Population (MSPHP)
Ministry of Public Works, Transport and Communication (MTPTC)
Ministry of the Economy and Finance (MEF)
Ministry of the Interior and Territorial Collectivities (MICIT)
Municipality of Anse-a-Pitres
Municipality of Cap-Haïtien
Municipality of Gonaïves
Municipality of Les Cayes
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The Organization of American States (OAS) was founded on a commitment to democratic principles and the safeguarding of human rights and the building of a common future for all the Americas. As the development and disaster relief arm of the OAS, the Pan American Development Foundation (PADF) continues to fulfill that promise to the people of the hemisphere, particularly those living in poverty and social exclusion.

For 55 years, PADF has championed social, economic and democratic rights throughout Latin America and the Caribbean. Propelled by a commitment to creating greater opportunity and prosperity, PADF invested more than $95 million in development and disaster assistance in 2016, reaching nearly 8 million people.

With your support, PADF will continue working toward the goal of investing in people for the betterment of the Americas and the world.

Investing in People EMPOWERING THE AMERICAS
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, 2016 and 2015, 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, 2016 and 2015, 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 7, 2017

Operating Revenue and Expenses

<table>
<thead>
<tr>
<th>SUPPORT AND REVENUE</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants and contributions</td>
<td>88,780,786</td>
<td>85,413,409</td>
</tr>
<tr>
<td>In-Kind contributions</td>
<td>6,009,266</td>
<td>6,693,449</td>
</tr>
<tr>
<td>Shipping reimbursables/subsidies</td>
<td>126,436</td>
<td>143,405</td>
</tr>
<tr>
<td>Other income</td>
<td>3,295</td>
<td>(26,225)</td>
</tr>
<tr>
<td><strong>Total Support and Revenue</strong></td>
<td><strong>$94,919,783</strong></td>
<td><strong>$92,224,038</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EXPENSES</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Creating Economic Opportunities</td>
<td>20,974,132</td>
<td>41,649,978</td>
</tr>
<tr>
<td>Strengthening Communities and Civil Society</td>
<td>12,537,713</td>
<td>5,987,776</td>
</tr>
<tr>
<td>Responding to Natural Disasters</td>
<td>2,099,518</td>
<td>780,747</td>
</tr>
<tr>
<td>Promoting Social Progress</td>
<td>53,425,607</td>
<td>32,871,999</td>
</tr>
<tr>
<td><strong>Total Program Services</strong></td>
<td><strong>$89,036,970</strong></td>
<td><strong>$81,235,700</strong></td>
</tr>
<tr>
<td>Supporting Services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management and general</td>
<td>4,873,531</td>
<td>5,663,587</td>
</tr>
<tr>
<td>Development</td>
<td>589,082</td>
<td>670,602</td>
</tr>
<tr>
<td><strong>Total Supporting Services</strong></td>
<td><strong>$5,462,613</strong></td>
<td><strong>$6,334,189</strong></td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$94,499,583</strong></td>
<td><strong>$87,569,889</strong></td>
</tr>
<tr>
<td>Change in net assets before other items</td>
<td>420,200</td>
<td>4,654,149</td>
</tr>
</tbody>
</table>

OTHER ITEMS

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foreign currency translation (loss)</td>
<td>(12,542)</td>
<td>(6,014,841)</td>
</tr>
<tr>
<td>Loss on donated property and equipment</td>
<td>(482,888)</td>
<td></td>
</tr>
<tr>
<td>Changes in net assets</td>
<td>(75,230)</td>
<td>(1,360,692)</td>
</tr>
</tbody>
</table>

NET ASSETS

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning</td>
<td>5,625,265</td>
<td>6,985,957</td>
</tr>
<tr>
<td>Ending</td>
<td><strong>$5,550,035</strong></td>
<td><strong>$5,625,265</strong></td>
</tr>
</tbody>
</table>
PADF Staff

WASHINGTON, D.C.

John Sanbrailo
Executive Director

Kristan Beck
Chief Operating Officer

Lance Leverenz
Senior Director of Business Development

Caterina Valero
Senior Programs Director

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Camila Payán
Deputy Senior Programs Director Mexico, Central America and the Caribbean

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Bernard Fructuoso
Director of Finance

Joseph Blubaugh
Director of In-Kind Donations

Carlos Castellanos
Director of Internal Donations

Deputy Director for Budgets & Colombia Grants

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José Pandal
Director of Information Technology

Sandra Pérez
Director of Administration and Trustee Relations

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Assistant Controller

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Project Director

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Project Director

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Manager, Contracts, Grants and
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EL SALVADOR

GUATEMALA

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Senior Project Manager

LUCIA ESPAÑA
Technical Manager

T.R.I.N.I.D.A.D. AND TOBAGO

YOLANDE DE LEON
Country Coordinator

HAITI

Honduras

Josue Murillo
National Director, Human Rights

Valeria Uribe
Representative

MEXICO

Valeria Uribe
Representative

SURINAME

CARLO ARZE
Program Director

LITTAN WIEBERS
Director of Youth, Gender and
Partnerships

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Stewardship

At PADF, we take pride in our stewardship of the Foundation’s assets and our sound financial management. 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 annual external audits to ensure we maintain strong internal controls and comply with all rules and regulations. This year, again, PADF received an unmodified audit.

PADF is a USAID-registered Private Voluntary Organization (PVO), a certified GuideStar Partner in Trust and a recipient of the Seal of Excellence from InterAction, the largest alliance of U.S.-based international non-governmental organizations (INGOs).
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 2016 PADF reached 8 million people by investing $95 million in development resources in 18 Latin American and Caribbean countries.