



Creating a
Hemisphere of

Opportunity
for All



50
YEARS

2012 Annual Report



PADF

PAN AMERICAN DEVELOPMENT FOUNDATION

We Act with **Integrity** and Value Dependability

PADF understands the crucial role that trust plays in our relationship with partners, donors and beneficiaries.

We **Innovate**

PADF has earned a reputation as a skilled and innovative implementer of programs that address key challenges in Latin America and the Caribbean.

We Are **Accountable** and Transparent in our Operations

PADF's practices and operations have earned the trust and support of thousands of donors, corporations, governments, institutions and agencies throughout the Western Hemisphere and beyond.

We Strive for **Excellence** in Service

PADF works rigorously to serve and empower marginalized communities and vulnerable populations in areas confronting poverty and civil strife. We also nurture community leadership and entrepreneurship.

We **Respect** Our Partners and Those we Serve

PADF believes in the inherent worth and dignity of those we work with and serve. As a result, we value them as partners and work together to bring about lasting change.

We Are **Committed** to our Mandate

PADF is the foundation arm of the Organization of American States (OAS). In this role we work with public and private partners to implement socio-economic development and disaster relief in the 35 OAS member states.

GUIDING PRINCIPLES

We Provide **Sustainable** Results

PADF designs and implements activities that enable communities to realize their own potential. This approach provides sustainable solutions to locally identified needs, making communities stronger and more self-sufficient in accordance with the Inter-American Democratic Charter.

Our Mission

The mission of the Pan American Development Foundation is to empower disadvantaged people and communities in the Americas to achieve sustainable economic and social progress, strengthen their communities and civil society, and prepare for and respond to natural disasters and other humanitarian crises, thereby advancing the principles of the Organization of American States.

Our Vision

A Hemisphere of Opportunity for All

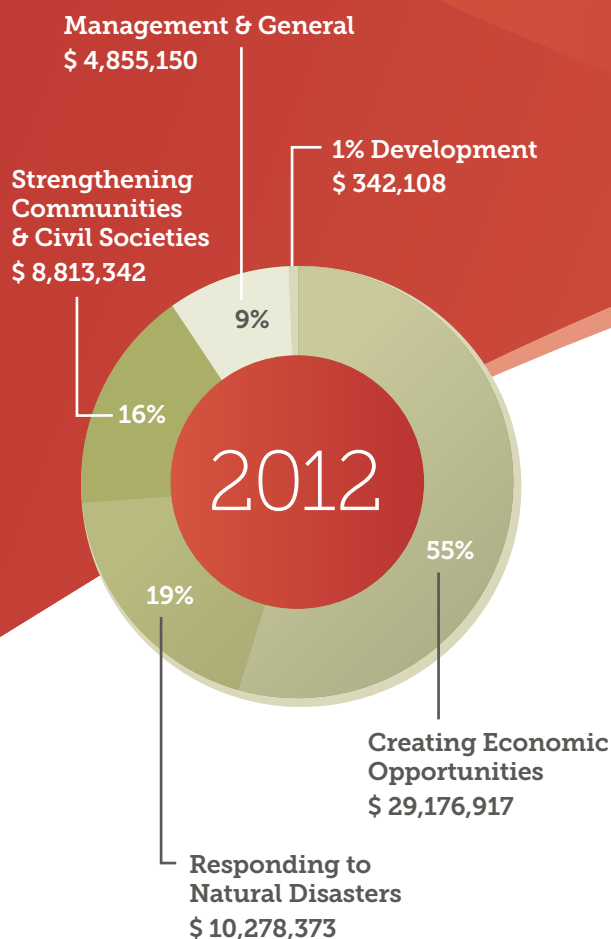


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A Strong Partner for a Better Future

Turning 50 for any organization is an important milestone. For a half century, the Pan American Development Foundation has led the way in bringing new opportunities and hope to millions of people throughout Latin America and the Caribbean. The Foundation holds special significance for many of us because of its concerted, effective actions in the recovery from natural disasters in several OAS member states over the last five decades.

Since 1962, PADF has been a close ally of the Organization of American States in several areas; and our cooperation in responding to natural disasters and supporting the development of communi-

PADF systematically continues to deliver outstanding results in the reduction of socioeconomic disparities, positioning itself as a key hemispheric ally of local civil society and a strong supporter of the Inter-American system.

ties that have suffered exclusion and discrimination in various member states is especially important. PADF's work in Haiti, Colombia and Central America, among other nations in the hemisphere, has complemented and expanded the OAS' own efforts in these countries.

Through innovation, hard work and a strong commitment to service, PADF systematically continues to deliver outstanding results in the reduction of socioeconomic disparities, positioning itself as a key hemispheric ally of local civil society and a strong supporter of the Inter-American system.

Today, as we commemorate five decades of service, it is a fitting time to reaffirm and further advance our commitment to overcome poverty; promote integral development and economic growth with equity; advance democracy and media freedom; strengthen civil society; and respond effectively to natural and human disasters in an effort to benefit the millions of vulnerable citizens of the Americas.

The challenges remain immense. But they are matched by our commitment to confront them and the optimism that millions of people demonstrate in the face of the realities they experience each day. We remain confident that the coming years will con-

tinue to witness increased opportunity for the people of Latin America and the Caribbean where progress and economic growth will mitigate social conflicts, poverty, unemployment, crime and inequality.

As we celebrate PADF's accomplishments, I thank the Foundation's many supporters, among them public and private sector partners, individual donors and friends, as well as trustees and staff for their unswerving, principled commitment to better the lives of millions whom PADF touches every year.

José Miguel Insulza
Secretary General
Organization of American States
Chairman
PADF Board of Trustees

Supporting the Growth of the Americas

The Pan American Development Foundation merits recognition not for what it is but for what it has accomplished and stood for over the last 50 years. As one of the most innovative creations of the Organization of American States, PADF has been a catalyst for opportunity and change throughout the Americas, having reached more than 50 million people in every country in the region with programs valued at more than \$1 billion today. And our impact is growing.

Five decades ago, the Foundation was born at the time when the United States realized it had to work more closely with its closest neighbors, when cries for social justice and national progress were growing. Seeing the need to address inequities, President John F. Kennedy boldly launched the Alliance for Progress to focus attention on the hemisphere and spur its development. During this time, the OAS played a key role in this effort, supporting the creation of PADF as a mechanism that could engage the private sector and civil society in regional development. The Foundation's early champions planted and nurtured the seeds that blossomed into what PADF is today.

Since those early days, PADF has become a leader in building public-private sector partnerships. This approach has created countless jobs, provided skills and technical training, strengthened civil society, empowered vulnerable groups, protected natural resources, and helped local groups mitigate and

respond to natural disasters and humanitarian crises.

Our work has improved living standards for millions, strengthened communities, fostered greater civic participation, enhanced human rights and

Our work has improved living standards for millions, strengthened communities, fostered greater civic participation, enhanced human rights and media freedom, and helped advance the aspirations of people throughout the region."

media freedom, and helped advance the aspirations of people throughout the region. But much remains to be done. Gulfs between haves and have nots are wide and deep. Large numbers of indigenous, Afro-descendent, rural and urban populations remain marginalized within their societies. Natural disasters hurt those who already hurt.

As we consider the successes that PADF has had and the obstacles that lie ahead, we renew our commitment to continue to help the region and its citizens to grow and prosper—to help create "A Hemisphere of Opportunity for All." For 50 years PADF officers, trustees, staff and partners have done just that. As we further advance our mission, we are confident in their dedication and support.

Frank Gómez
President, Board of Trustees

John A. Sanbrailo
Executive Director



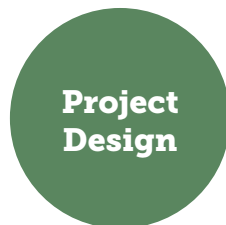
Who We Are

Visit padf.org/about-us

The Organization of American States established the Pan American Development Foundation in 1962 as a 501 (c) (3) nonprofit organization to implement socio-economic development programs and disaster assistance in Latin America and the Caribbean. Since those early days, **PADF has been at the forefront of development**, stepping up to new challenges and issues as they have emerged, designing innovative and responsive programs. The Foundation has also proven to be a skilled manager in addressing key challenges in the Americas. Today, **PADF is a development leader within the Inter-American system**. During fiscal year 2012 alone, it **benefited 10.4 million people in 29 countries**, reflecting the vision of our founders of assisting the most vulnerable and extending new opportunities to the entire region.



PADF's **50 years of development** experience in the Americas means that we understand the local needs and apply solutions that work.



Engaging governments, private sector companies and other NGOs is a key part of **designing new programs that can meet local needs**.



Programs are funded with resources from **governments, corporations, multilateral organizations, private donors, and individuals**.



PADF works with local governments, community-based groups, NGOs, and the private sector to carry out **development programs throughout the Americas**.



PADF measures the impact and effectiveness of every program to ensure that we meet each goal and improve the quality of life in communities where we work.



Our Program Areas

Visit padf.org/programs

With the goal of increasing development opportunities in the Americas, we execute highly focused programs in partnership with and to support the priorities of the people, communities and organizations that we serve. This is why our programs are designed to:

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 South-South exchanges and cross-border cooperation

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 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



Program Highlights

Visit padf.org/where-we-work

In-Kind Donations

Sent **26 shipments of donated medical and hospital equipment**, tools and computers valued at **\$6.1 million to nonprofit projects** in Argentina, Bolivia, Chile, Colombia, El Salvador, Haiti and Uruguay.

Natural Disaster Response

Worked with the OAS and private sector partners, including **Citi**, **Chevron and Royal Caribbean Cruises Ltd.**, to provide emergency aid in the aftermath of heavy flooding in El Salvador, Jamaica, Honduras, Guatemala and Nicaragua. PADF also coordinated with the Haitian government to assist affected communities after Tropical Storms Isaac and Sandy struck Haiti.

Strengthening of Civil Society

Assisted more than **1.5 million people** in the Americas by fostering democratic practices, human rights, civic participation and media freedom; strengthening civil society groups and entrepreneurs; and supporting human and civil rights in accordance with the Inter-American Democratic Charter.

Private Sector Engagement

Implemented more than **\$10 million in projects in 26 countries** through corporate-funded programs that focused on disaster response, at-risk youth, employment generation, repairs of quake-damaged homes, anti-human trafficking, environmental conservation and others. PADF also secured more than **\$2.7 million in new funding** for projects from Merck, Caterpillar, Telefónica, Royal Caribbean Cruises Ltd., Chevron, EMC, Boeing and the Miami Foundation

Mexico

- A high-profile **anti-human trafficking campaign** supported by the governments of Mexico and the United States, corporate partners such as **MTV, Telefónica and Cinépolis**, and a consortium of Mexican civil society groups reached more than **5 million people in 11 cities**, raising awareness through ads on public transportation, documentary screenings, public events and press coverage

Colombia

- Assisted the Colombian government in **implementing its Victims Law** by strengthening local community and civil society groups of displaced persons, Afro-descendent and indigenous populations, and other vulnerable people to participate in the benefits of this Law, especially through participant feedback to public sector officials and income generation projects
- With support from **Chevron**, PADF expanded an income generation program in the Riohacha and Manaure municipalities in the northern La Guajira Department in an effort to reach vulnerable families through a project that **supports entrepreneurship and improves family incomes**
- Began a pilot program funded by the Department for Social Prosperity (DPS) to **help more than 11,700 internally displaced persons** and vulnerable people develop micro-enterprises and small businesses. Through PADF, the government committed more than **\$18 million** to provide cash, in-kind assistance and technical training to participants

Photo Credit: Image created by Reto Stockli with the help of Alan Nelson, under the leadership of Fritz Hasler

A satellite image of the Americas, showing North and South America with surrounding oceans and clouds. The image is used as a background for the report.

Haiti

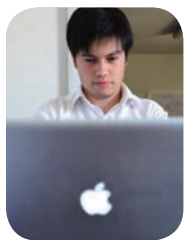
- With World Bank funding, PADF initiated one of the first programs that looked at reconstruction comprehensively at a neighborhood level. This program, launched in Port-au-Prince's Demas 32 neighborhood, constructed and **repaired roads and pathways, repaired damaged homes, built safer housing and created new public spaces and revitalized existing ones**
- Repaired more than **9,700 homes** in Port-au-Prince and Léogâne with the support of the **American Red Cross, the Clinton Bush Haiti Fund and Caterpillar, Inc.**
- In the aftermaths of Tropical Storm Isaac and Hurricane Sandy, PADF rushed emergency aid, including food, shelter and repair materials, to the affected communities of Marigot and Cayes-Jacmel. PADF also distributed fortified rice to more than 25,000 people

Brazil

- Launched a new environmental project in the municipality of **Campo Largo** with support from **Caterpillar, Inc.** This initiative aims to increase the number of green urban areas in this community, improve citizens' knowledge of conservation issues and their importance and inspire them to become actively engaged in the **protection of green areas**

El Salvador

- PADF, the Ministry of Foreign Affairs and the Organization of American States jointly hosted a pioneering regional conference in San Salvador on June 27, 2012 that focused on **private sector and diaspora investments in education in Central America**. Conference sponsors included **MoneyGram, Citi and the Tinker Foundation**.



PADF carried out more than **\$10 million in projects in 26 countries** through programs funded by various corporate partners, including **Caterpillar, Chevron, Royal Caribbean Cruises Ltd., Telefónica, Merck, EMC, Boeing, MTV, Coltabaco** and others.

6,400

The number of professional journalists, citizen journalists, and students aided by **PADF's Regional Media Program**, which promoted media freedom and democratic practices and strengthened civil society groups.



More than \$53 million
in development and disaster relief resources invested **reaching over**



\$6.1 million



PADF's In-Kind Donations program sent **26 shipments valued at \$6.1 million** to organizations in Argentina, Bolivia, Chile, Colombia, El Salvador, Haiti and Uruguay.

Donations, including hospital beds and other medical equipment, vocational tools, and supplies, reached more than **2,200,000 people**.

*PADF understands that describing programs by the numbers is only one way to look at their impact, and that our work reaches people in various ways. We remain committed to ensuring that all our programs focus on quality and sustainable results.

\$27 million

The Government of Colombia awarded more than \$27 million to PADF for programs to implement its **Victims Law**, help displaced and vulnerable Colombians develop small businesses, rebuild infrastructure damaged by flooding, strengthen the capacity of local organizations that are assisting displaced persons, and provide technical assistance to build government capacity at the departmental (province) level as a way to encourage employment and income generation.



5,513,000

The number of people in Mexico reached through an **anti-human trafficking mass media**



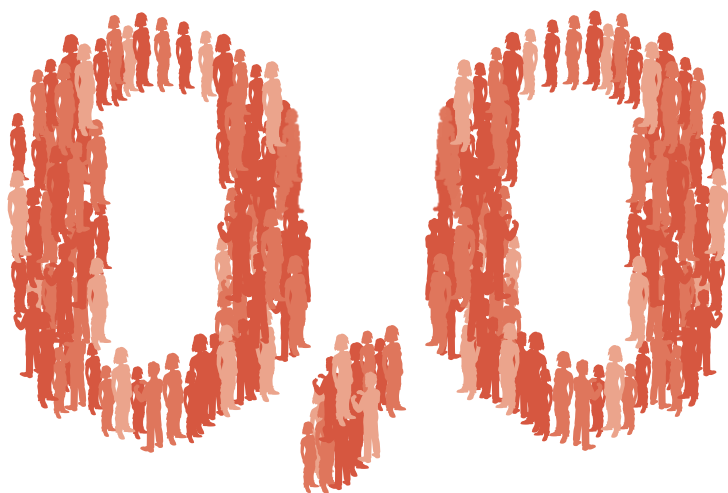
campaign carried out in 11 cities, including Mexico City, in partnership with the Mexican government, civil society organizations, and corporate partners MTV EXIT Latin America, Telefónica Foundation, Cinépolis Foundation and EMC.



PADF worked with **dozens of civil society organizations** throughout the hemisphere to strengthen their capacity, promote democratic principles, monitor human and civil rights, enhance civic participation and

support entrepreneurs, among other actions,

reaching more than 1,588,000 people.



1,511,000

The number of people assisted in

Haiti through programs that focused on recovery and reconstruction, community-driven development, repairs to quake-damaged homes, small and medium-size enterprise investments, rural development and disaster mitigation.

people

PADF worked in **29 Latin American and Caribbean**

countries: Antigua and Barbuda, Argentina, Bahamas, Barbados, Belize, Bolivia, Brazil, Chile, Colombia, Costa Rica, Cuba, Dominica, Dominican Republic, Ecuador, El Salvador, Guatemala, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, St. Lucia, St. Kitts and Nevis, Suriname, Uruguay and Venezuela.



\$5 million

Development and disaster relief resources invested in Latin America and the Caribbean this year.

Create Economic Opportunities

Self-sufficiency and sustainability are crucial aspects of development. For this reason we focus on creating jobs for vulnerable individuals and families, developing successful small businesses, supporting rural development and agriculture, conserving natural resources, and improving community infrastructure. We also work to spur exchanges of ideas and technical expertise between nations, and help corporations implement their corporate social responsibility priorities.

Generating Employment and Income for Self-Reliance

Employment generation is one of PADF's main priorities so as to enable self-reliance. Using a variety of approaches, our programs help support micro and medium-size businesses, provide skills training to youth and vulnerable people, improve agricultural conditions and techniques, expand and improve local infrastructure and focus on natural resources conservation. To assure maximum benefits, we work with local residents who are disadvantaged because of economic disparity, civil conflict, racial or ethnic prejudices and lack of access to basic opportunities, ensuring that our programs create the essential conditions for sustainable economic growth.

In Colombia, PADF partnered with the Ministry of Foreign Affairs' Department of Social Prosperity (DPS) to start an \$18

PADF helps small producers raise their incomes by introducing sustainable agricultural practices that protect the environment.



million pilot program to help 11,700 internally displaced persons build their own small businesses and create jobs. Through this initiative, called “Entrepreneurship Income Path,” or “*Ruta de Ingresos de Empre-*

sarismo” (RIE), PADF provided technical assistance, business training, in-kind and cash assistance and social counseling and connected participants with local business associations and banking institutions to obtain seed capital.

Developing Micro, Small, Medium and Community Enterprises

For decades, PADF has supported local businesses with the goal of creating jobs and giving people access to additional income and increased wealth. This is why PADF supports entrepreneurs and the creation of micro, small and community enterprises as a way to improve the capacity of specific communities, particularly the most vulnerable, such as displaced and disadvantaged people. Our programs provide capacity building, training and technical assistance, helping communities implement alternative development and creating new income streams that contribute to their overall development.

In March, PADF launched a four-year USAID-funded program in Haiti called Leveraging Effective Application of Investments (LEAD). This initiative was designed to strengthen small and medium-size enterprises in Haiti through a business plan competition in order to select innovative and viable businesses with growth potential and attract investment mostly from the Haitian diaspora and other international and domestic sources. The program focuses on three main development corridors, including Cap-Haïtien, Saint-Marc and Port-au-Prince. The first business plan competition selected four winning entrepreneurs who received matching grant awards to help grow their businesses and create durable employment for thousands of people.

Supporting Agriculture and Rural Development

PADF is an acknowledged leader in working with small holders and off farm processors within the value chain transferring technical knowledge of agricultural production and marketing, soil and water conservation, agroforestry, natural resources management. PADF’s agroforestry programs have helped community-based farming organizations raise the incomes



(Above) Handicrafts made by Colombian entrepreneurs; (Below) U.S. Ambassador Kenneth H. Merten speaks at the launch of the LEAD program in Haiti.





of small producers through sustainable agricultural practices that promote soil conservation and reforestation. Such programs in drug producing countries like Colombia have provided peasant farmers with alternative sources of income that has discouraged coca production and drug trafficking and stimulated new export crops.

Protecting and Conserving the Environment

In many parts of the Americas environmental conservation remains a challenge not only in rural areas but also in urban settings. At PADF, we believe that protecting and conserving the environment are not just good ideas, but necessary steps to ensure that communities can safeguard their ecological heri-

tage as a way to preserve the environment for future generations.

With these needs in mind, longtime partner Caterpillar Inc. funded the Biodiversity Condominium (ConBio) environmental sustainability project in southern Brazil, allowing PADF to foster the protection of remaining green urban areas in the municipality of Campo Largo, and improving public understanding of conservation and its importance. This project will build lasting linkages between the local community and its green areas through educational and recreational activities with students, property owners, and employees from Caterpillar, in order to encourage better environmental management and conservation of these vital spaces.



Implementing Public-Private Partnerships and Corporate Social Responsibility

For 50 years, PADF's mandate has been to fuse public and private resources to support development in Latin America and the Caribbean. PADF, therefore, is a respected leader in the mobilization of corporate and other private sector funding. PADF works with many corporations interested in investing socially in the region. Innovative models include leveraging significant private contributions to match public funds; implementing mutually defined development and humanitarian initiatives; engaging business networks such as American Chambers of Commerce throughout the region; and partnering with businesses that want to deliver in-kind donations such as equipment, tools and medical equipment and supplies.

In 2012, PADF implemented more than \$10 million in projects in 26 countries through programs funded by corporate partners. The Foundation also raised an additional \$2.75 million from partners Merck, Caterpillar, MTV/Viacom, Telefonica, Royal Caribbean Cruises Ltd., Chevron, EMC, Boeing and the Miami Foundation to carry out projects related to child and youth labor prevention in Mexico, disaster relief in Brazil and Haiti, regional youth education and prevention of maternal mortality.

Facilitating South-South Exchanges and Cross-Border Cooperation

South-South cooperation continues to expand as some emerging economies are playing a more active role in the development of



their own countries and that of the region around them. This strategy is increasing the exchange of knowledge, technology and resources among developing nations. PADF and the Organization of American States encourage member states to develop and expand cooperation in areas where they have unique expertise, technical assistance and training resources. The OAS-PADF program along the border of Haiti and the Dominican Republic is an example of such an effort.

PADF's role as a regional leader in the marshaling of South-South Cooperation funding continues to grow. Working with Colombia's Ministry of Foreign Affairs, PADF received more than \$1.5 million to consolidate and strengthen cooperation with Central America and the Caribbean, adding to the more than \$1.2 million the Foundation received in 2011. This program remains important to the region, as it provides technical advisors and training to Caribbean-Central American countries, including technical training, natural disaster preparedness and mitigation, food security, nutrition, bilingual education and academic exchanges. It also works in special regions such as along the Colombia-Panama border.



Small Businesses for a Big Problem

“Cholera hit us hard,” said Lounes Eugene, gesturing to the sweltering slum behind him.

Wharf Jeremie, a zone of Cité Soleil built on a trash dump on the edge of Port-au-Prince, provided an ideal conduit for the bacteria. Given the limited sanitation and crowded housing, the disease spread quickly through the community, leaving more than 80 people stricken in just one day.

As the head of the Cité Soleil community council, which had worked with PADF in the past to implement priority community projects, Eugene was very concerned. So he reached out to PADF. Immediately, the Foundation began to coordinate with the Haiti Ministry of Public Health (MSPP) to distribute water, hand out more than 6,000 flyers and train 200 health workers to assist thousands of people. This helped bring the situation under control.

Following the immediate disaster response, PADF worked with the community to build three health centers and three sanitation projects, but something was still missing.

“Many of these communities did not have access to safe drinking water. Even when water was affordable, the access points were far-away and often out of reach,” said Kerline Rock, a PADF project director. We needed a solution that addressed this critical issue, and we knew small businesses could be the answer.”



A water purification center in Port-au-Prince provides clean water and income generation.

Responding to this need, PADF worked with the local community councils to construct 14 purified water kiosks. In Wharf Jeremie, the water purification center and kiosk do double duty fighting the cause of cholera while providing an income-generation activity to one of the poorest communities in Haiti.

"The center gives us a chance to earn a living to support our families," said Eugene. "Most of all, parents now know they have a place where they can get safe water for their children, and there is nothing more important than that."



Promote Social Progress

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. PADF develops programs that integrate public and private sector partners to address education, health, infrastructure, community development and other priority needs in impoverished areas.



Implementing Community-Driven Development

The Community-driven development (CDD) strategy transforms the traditional development model by transferring control over resources and decision-making from development organizations to communities. This allows communities to identify their needs and the development options that work best for them. Then they take the lead in carrying out projects that aim to improve their lives. This approach promotes self-reliance, emphasizes transparency and accountability, empowers citizens and creates more responsive local governments.

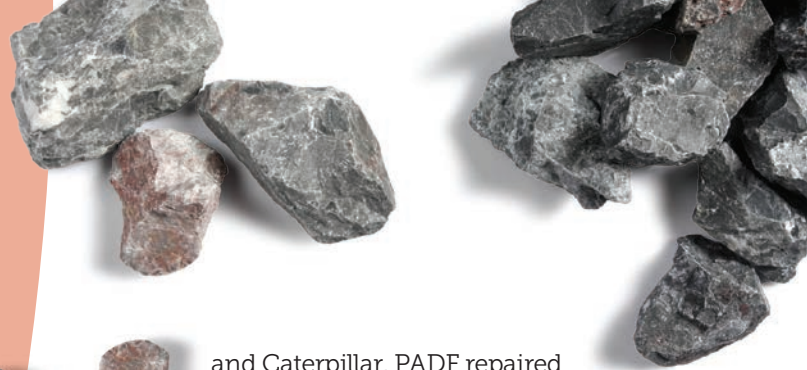
In the past eight years, CDD supported more than 1,000 projects that have helped turn local communities in Haiti into engines of economic growth and job creation. Projects under CDD include improving livestock reproduction, outfitting fishermen with modern equipment,

improving poultry production and setting up artisan and tailor workshops, among others.

PADF's Rural Community-Driven Development (PRODEP) project, which has been implemented in coordination with Haiti's Bureau for Monetization and emphasizes development of community productive enterprises that generate employment, was extended thanks to \$1 million in additional funding. Meanwhile, the Caribbean Development Bank provided additional funding for the Urban Community-Driven Development (PRODEPUR) project.

Improving Infrastructure and Housing

Good infrastructure plays an important role in the development of communities, as it contributes to improved agriculture, education, transportation, health, communications and disaster mitigation. This is particularly true in disaster-prone areas and rural communities where infrastructure may have



and Caterpillar, PADF repaired more than 9,700 damaged yet reparable homes.

PADF also received \$1.5 million from Colombia's Department for Social Prosperity (DPS) to repair and rebuild infrastructure damaged by flooding in eight departments (provinces) and contribute to the socio-economic recovery of affected areas.

Expanding Access to Technical Training and Health Services through In-Kind Donations

Thanks to partnerships with U.S. medical institutions, public agencies, manufacturers, and

been damaged, is often limited, or remains in disrepair.

With the support of trusted partners, PADF has worked throughout the region to build, improve and rehabilitate schools, homes, public squares, health and training centers, shelters, roads, bridges, water sources, irrigation systems and many others. This has proved critical in ensuring that communities continue to grow.

In Haiti, PADF continued to repair quake-damaged infrastructure. With more than \$13.6 million in funding from the American Red Cross, the Clinton Bush Haiti Fund



sities, PADF's In-Kind Donations Program sent 26 shipments of medical and hospital equipment, tools and computers worth \$6.1 million to institutions in Argentina, Bolivia, Chile, Colombia, El Salvador, Haiti and Uruguay. This assistance is contributing to the development of vocational training programs that are designed to help low-income students increase their incomes and become self-sufficient. By using donated tools and equipment to complement technical training, PADF enables beneficiaries of all ages to gain marketable skills, raising the pool of qualified job applicants and improving the training institutions' capacity to teach.

Combating Trafficking in Persons, Community-based Violence and Gang Activities

PADF works to strengthen networks among civil society groups to build their capacity to combat violence on the community level, including domestic servitude of children, violence and torture, rape and abuse of women, gender-based violence and labor exploitation of youth. This support enables civil society organizations that lead national networks to train smaller organizations, improve violence data collection systems, and systematize and disseminate this information at the community level and for public policy design. It also helps to link organizations with government entities that are responsible for assuring adherence

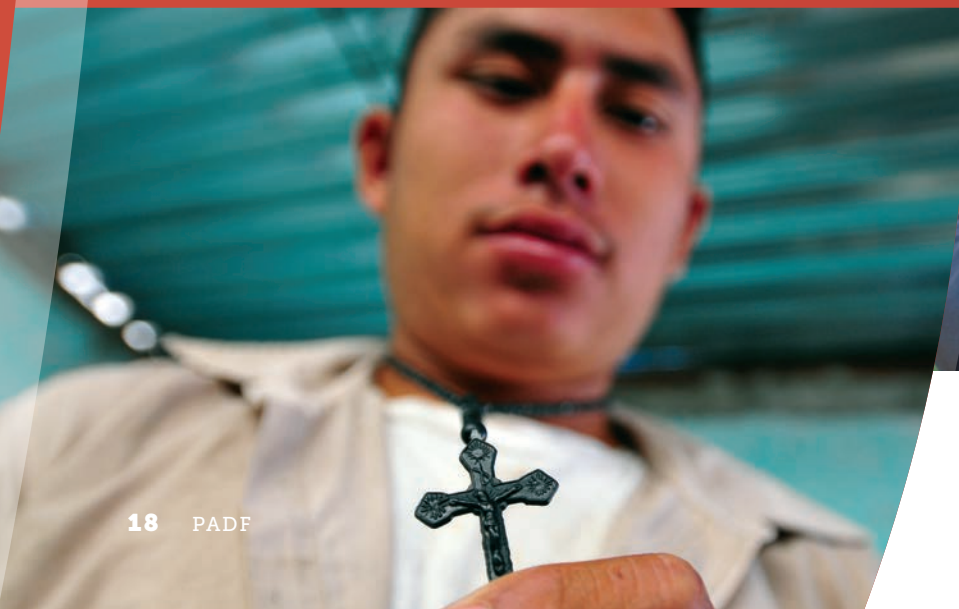
to laws so that citizens have the confidence in the judicial system to report crimes and seek assistance.

In June, PADF signed a \$1 million agreement with the Department of Social Prosperity (DPS) Victims Support and Land Restitution Unit to develop a diagnostic and a strategic preventive model to combat children and youth recruitment into illegal armed groups and gangs in 63 prioritized municipalities.

In Mexico, a PADF-led anti-human trafficking mass media campaign reached more than 5 million people in 11 cities, including Mexico City. This initiative was part of an alliance that PADF helped create with the support of the U.S. Department of State, Mexican government entities, civil society organizations and corporate partners MTV EXIT Latin America, Telefónica Foundation, Cinépolis Foundation and EMC.

Aiding Youth At-risk of being recruited into Gangs and Criminal Activities

In areas where children and youth are at risk of being recruited by armed groups and gangs, PADF develops programs that ensure that



(Left) Migrants traveling through Mexico are often targeted by human traffickers; (Right) PADF creates programs that prepare youth for the labor market through skills training and education.



Mexican actress and anti-human trafficking advocate Kate del Castillo (left) joined supporters at the Mexico City launch of the *Tu Voz* campaign, a PADF-led anti-human trafficking prevention initiative.

youth are protected and have better access to education, skills training, and job opportunities. Our programs focus on nurturing an environment that reduces children's and youth's vulnerability to illegal activities, using recreation, sports, art, culture, educational strengthening, and leisure activities to foster personal growth.

Building Social Capital, Resilient Communities, and Neighborhoods

PADF knows that building strong communities requires engaging people of diverse backgrounds in a community and empowering them to face a wide range of development challenges. This is why PADF develops programs that include capacity-building classes, training and awareness-raising of key issues that are relevant to communities. These include violence, child and youth exploitation, human trafficking, human rights, discrimination, labor rights, disaster mitigation and preparedness and many others.

In Haiti, the Caribbean Development Bank provided \$1 million in additional funding for PADF's Urban Community-Driven Development (PRODEPUR) project to support 28 projects in the Bel Air and Martissant neighborhoods of Port-au-Prince. This additional funding, which benefitted 1,400 people,

supported management training for community-based organizations and capacity building through technical assistance to the local municipalities.

Mobilizing Diaspora Remittances for Development

Diaspora remittances continue to be a strong source of income for millions of people in the Americas. For a decade, PADF has worked with diaspora groups to channel funding for transnational development projects in their communities of origin. Through this approach, U.S.-based immigrant groups direct community remittances to projects that generate jobs and raise family incomes back home. In turn, PADF provides training and capacity-building programs for the partner immigrant groups on prioritizing development needs, raising funds and implementing and evaluating projects they support.

In June, PADF, the Ministry of Foreign Affairs of El Salvador and the OAS jointly hosted a regional conference in San Salvador to discuss the role that the private sector and diaspora remittances play in improving education in Central America. Participants included labor officials from the region, corporate representatives, diplomats, researchers and NGO leaders.

Equipment Heads from Walter Reed Hospital to Latin America

“Almost everything you see here can be packed and shipped. It’s amazing how much good equipment is available,” said Pilar Heraud, PADF Director of In-Kind Donations, during one of her visits to the now closed Walter Reed Army Medical Center in Washington, D.C.



PADF shipped more than \$2.28 million in medical equipment from Walter Reed Hospital, including a \$1.2 million CT scan unit (bottom)

Following its decommissioning, all the equipment at the former 5,500-room hospital was declared U.S. government excess property, allowing PADF to ship some of the equipment to medical facilities in the Americas.

As a result, Heraud and her team packed operating room lights, examination tables, medicine cabinets, adjustable tray tables, pill dispensers, medical carts, stools, bunk beds, chairs and other equipment – including two full-size nursing stations and a \$1.2 million CT scanner – and shipped them to various institutions in the Americas, includ-



"The donation will help our organization keep offering quality medical services to the Bolivian population at reduced costs."

—Frank Luis Fernandez
PROSALUD, Bolivia

ing a hospital in Colombia, a nonprofit organization in Bolivia, an orphanage and clinics in Haiti, a charitable organization in Uruguay and a university in Chile.

PADF routinely sends medical equipment to facilities throughout Latin America and the Caribbean to improve health services for local residents and reduce service costs. In the last five years alone, PADF has worked with the U.S. government General Services Administration (GSA), the U.S. Agency for International Development (USAID) and other partners to deliver more than \$26 million worth of in-kind donations, much of it medically related, giving

new life to otherwise decommissioned equipment.

For many organizations, a donation like the one from Walter Reed can mean the difference between upgrading aging equipment and having to increase health care costs in order to afford new equipment.

"As a Bolivian nonprofit organization, PROSALUD finds it extremely difficult to replace medical equipment," said Frank Luis Fernández, an official with the institution. "The donation will help our organization keep offering quality medical services to the Bolivian population at reduced costs."

Pilar Heraud, Program Director for In-Kind Donations, displays one of several surgery room lighting units before this equipment was shipped from Walter Reed Hospital in Washington D.C.

Strengthen and Communities Civil Society

Visit padf.org/programs

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. 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.



Enhancing Democratic Values and Civic Practices

PADF encourages greater learning about human rights and democratic values through formal and informal training and activities that engage a cross-section of the population, among them youth, women and vulnerable groups. Our initiatives leverage innovative techniques including arts, social media tools and other interactive opportunities to promote discussion and collaboration. PADF also works with journalism students, citizen journalists, and professionals to foster better journalistic practices, promote balanced and objective media coverage of



critical issues, develop innovative media outlets and increase awareness of the importance of the role of free media.

As part of our regional civil society strengthening program, in 2012 PADF provided assistance to groups in Argentina, Cuba, Ecuador, Honduras, Venezuela and other countries in accordance with our mandate to support the Inter-American Democratic Charter.

Empowering Civil Society, Communities and Social Entrepreneurs

In the last 50 years, PADF has strengthened the capacity of more than 2,000 civil society groups. And that work continues today. Throughout the hemisphere, PADF is actively strengthening local non-governmental organizations and municipalities by working side by side to combat human rights abuses, prevent human trafficking, promote media freedom and address other issues. This approach has developed much needed leadership and improved local capacity to tackle community challenges. PADF also trains local leaders in critical areas such as planning, management, fundraising and citizen participation, and provides technical assistance and other resources. This helps communities tackle local problems with efficiency, effectiveness and transparency, enabling grassroots democracy to grow.

A \$3.4 million program with Colombia's Ministry of Foreign Affairs Department of Social Prosperity (DPS), the Special Unit for the Attention and Comprehensive Restitution of Victims, and USAID helped strengthen local organizations that assist displaced persons. Among various activities, this initiative improved the organizational capacity of 15 women-led victims' organizations and trained local pro-victim organizations to advocate and represent their constituents. In Colombia, PADF continues to work with women's organizations in 15 departments (provinces), many National Board of Victims (*Mesa Nacional de Víctimas*) organizations and community leaders from 255 municipalities in 31 departments.

Promoting Human Rights, including Afro-Descendants, Indigenous and Other Vulnerable Groups

PADF has a long history of strong support of human rights. For decades, the Foundation has carried out programs to support victims of violence, combat human rights abuses and provide opportunities for greater equality to Afro-descendants, indigenous people, internally displaced persons, and other vulnerable groups. As a result of our work to strengthen government entities and local NGOs, PADF has greatly impacted women's rights, violence reduction and monitoring,



Our initiatives leverage innovative techniques including **arts, social media tools and other interactive opportunities** to **promote discussion and collaboration.**



social rights, access to justice, rights of free association and the rights of historically excluded minorities.

Because of PADF's unique technical expertise, long-standing relationships with Afro-Colombian and indigenous groups and vulnerable communities, Colombia's Department of Social Prosperity (DPS) sought out PADF to implement a program worth US \$24.4 million. It focuses on providing differentiated attention to 10,000 Afro-Colombian and Indigenous families located in 12 departments. Activities include income generation projects, institutional strengthening of Afro-Colombian and indigenous community councils, food security projects and other actions that promote the development of these communities.

Fostering Participation and a Culture of Lawfulness

PADF is keenly aware that strengthening the social fabric is a key part of promoting respect for law. By fostering the participation of families, government officials, law enforcement and civil society, our programs teach communities that each member has a personal role in creating and overseeing the implementation of the laws, and preventing crime and corruption. PADF, therefore, believes in working with children and youth, because school-based programs have a ripple effect, influencing not only students, but also teachers, parents, local government officials, neighborhood associations and the community at large.



By fostering the participation of families, government officials, law enforcement and civil society, our programs teach communities that **each member has a personal role** in creating and overseeing the implementation of the laws, and **preventing crime and corruption.**



Pioneering Innovative Models of Corporate-Civic Engagement

Following the creation of PADF in 1962, we began working with private sector partners Caterpillar and Pfizer. Since then, our list of trusted corporate partners has grown exponentially to include not only Caterpillar, but also Chevron, Royal Caribbean Cruises Ltd., Telefónica, Merck, EMC, Boeing, MTV, Citi, Coltabaco, and many others (see p. 40). Today, PADF continues to work with companies that are looking for innovative, sustainable ways to stimulate job creation, protect human rights, conserve the environment, improve social services and infrastructure, and prepare for and respond to natural disasters quickly, among other priorities. PADF also leverages significant private contributions to match public funds.

Meanwhile, PADF also engages with existing business networks. Under PADF's strategic alliance with the Association of American Chambers of Commerce in Latin America (AACCLA) to provide disaster relief and assistance, PADF collaborates with 23 American Chambers of Commerce in the region. In some instances, local "AmChams" provide PADF with emergency relief funds to manage on their behalf.

PADF's growing In-Kind Donations Program is also a successful model, as it partners with businesses and institutions that donate equipment as part of their corporate social investing programs. PADF distributes high-quality new and used medical and dental equipment to health care institutions throughout the region. This program also provides tools to

support vocational training programs that are designed to help disadvantaged people increase their incomes in order to become self-sufficient. In the past four decades, PADF has provided more than \$100 million worth of goods, including \$6.1 million in 2012 alone.

Supporting the Inter-American Democratic Charter

PADF is a support mechanism for the Inter-American Democratic Charter, which was approved by Organization of American States members on September 11, 2001. In this role, PADF works to strengthen nonpartisan civil society, community groups and the private sector as fundamental pillars of democracy and to nurture greater pluralism and participation in OAS member states.

Over time, PADF has helped NGOs form alliances with municipalities, government agencies and corporate and private donors to develop micro-enterprises, provide employment and technical training, improve basic services, facilitate citizen participation in community-action programs, and aid victims of natural disasters and humanitarian crises.

PADF remains committed to working in a nonpartisan manner with local civil society groups that represent all segments of society and social movements, in accordance with the principles of the Inter-American system. It does not work with political parties or foundations and NGOs affiliated with them.

Putting the Tools of Journalism in the Hands of Journalists

“Formal jobs are very hard to find. Traditional media don’t sell anymore,” said Jonathan, a 25-year-old man from Guayaquil, Ecuador who graduated with a degree in journalism four years ago but has struggled to find a job in journalism.



He makes ends meet by running a small business selling cell phones and other communication equipment.

Jonathan remains intent on looking for opportunities to continue his education. This, he hopes, will ultimately help him reach his dream of launching an independent online newspaper focused on local news.

In Ecuador, journalism students, citizen journalists and professionals alike are eager to deepen their investigative skills and build their ability

to use new media. But opportunities are often few and far between, so they rely on any tools they have at their disposal to do their work.

“Nowadays, a smartphone is as important as your ID,” he insists. “I know you can make short videos, interviews, upload pictures to the web, everything. I just need to learn how.”

One day he learned about a technology workshop in his city, and he immediately signed up. The workshop sponsored by PADF taught him how to use Internet and other online tools to gather data and



techniques to amplify his message using social networks. Jonathan used this newfound knowledge to develop his online newspaper idea, and even shared his new skills with a group of friends and prospective business partners.

Across Ecuador, civil society organizations have succeeded in reaching hundreds of people like Jonathan—journalists, social communicators, journalism students, and citizen reporters—through training programs on investigative journalism

and digital journalism. These activities have also provided professionalization opportunities to journalists to better prepare them with specialized skills to improve their investigative and reporting skills.

"I feel better prepared to make my dream come true," he says proudly.

"A vibrant democracy requires citizens to share information and stay informed. New technologies foster these abilities."

—Luisa Villegas
Program Director,
South America

Respond to Natural Disasters

Each year hurricanes, earthquakes, floods and volcanic eruptions cause extensive damage in Latin America and the Caribbean. PADF works with communities, governments, and private sector partners to mitigate the impact of these events, respond to emergencies when they occur and carry out disaster rehabilitation and reconstruction programs to help communities recover.

Preparing for Disasters

PADF continues to promote the principles and good practices associated with disaster preparedness, mitigation and risk reduction in all its work, especially through its Disaster Management Alliance (DMA). This unique regional platform, established in 2004, continues to serve as a vehicle to associate and focus the public and private sectors on disaster management issues, while promoting best practices throughout the region. In 2012, PADF highlighted the importance of this work and the principles behind it in countries such as Costa Rica, El Salvador, Guatemala, Honduras and Jamaica. The Foundation also participated in regional conferences, at the American Chambers of Commerce in Latin America (AAC-CLA) and at American Chambers of Commerce meetings and other international events, such as the Inter American Defense College. All had broad participation from local civil defense and civil-military personnel from the LAC region.



After Tropical Storm Isaac struck Haiti, PADF distributed home repair materials to affected residents in Marigot, Sud-Est Department.

Providing Emergency Relief

PADF's network of partners, including 23 American Chambers of Commerce and Organization of American States offices throughout the Americas, provides hemispheric-wide coverage during disasters. Working with the private sector, non-profit organizations and other entities, PADF distributes, monitors and ensures that relief supplies reach beneficiaries in an effective and timely manner. With the support of these partners, and through agreements with transportation companies, PADF moves emergency shelter packages and other supplies with very short notice. These efforts are enhanced by PADF's close relationship with the OAS, which provides greater access to government authorities, translating into quicker and greater support and better on-the-ground responses.

In 2012, PADF responded to the following disasters:

- **El Salvador**—With support from Citi, Chevron and Royal Caribbean Cruises Ltd., PADF benefitted 3,000 flood victims by mobilizing relief supplies, including basic food items, tents, blankets, plastic sheeting, personal hygiene kits, work gloves, lanterns, kerosene, water jugs and water purification tablets.
- **Guatemala**—After heavy flooding, Chevron worked with PADF to assist more than 4,900 people. Each family received a food kit containing beans, corn flour, sugar, oats, protein supplements and cooking oil.
- **Haiti**—Following Tropical Storms Isaac and Sandy, PADF rushed emergency aid to the communities of Marigot and Cayes-Jacmel and later distributed fortified rice to more than 25,000 people.
- **Honduras**—PADF partner Chevron sent a donation through the American Chamber of Commerce in San Pedro Sula in partnership with the Permanent Commission for Contingencies (COPECO). This assistance benefitted more than 4,000 people and included food supplies, mattresses, cooking kits, infant kits and water.
- **Jamaica**—In response to Tropical Storm Sandy, PADF coordinated with the Office of Disaster Preparedness and Emergency Management (ODPEM) to provide relief to three of the island's hardest hit parishes. PADF also worked with Royal Caribbean Cruises Ltd. to distribute water, food, and other basic supplies.
- **Nicaragua**—Royal Caribbean Cruises Ltd. and PADF provided assistance to more than 850 people in flooded communities. Relief supplies included rice, beans, sugar, cooking oil, canned foods, flour, water, powder milk, hygiene items, mattresses, blankets, clothing, building materials, and medicines.



Working with the private sector, non-profit organizations and other entities, **PADF distributes, monitors and ensures that relief supplies reach beneficiaries** in an effective and timely manner.





Assisting Disaster Recovery, Reconstruction and Mitigation

After immediate relief efforts are mobilized and implemented, countries often need support in reconstructing municipal buildings, schools and other infrastructure. PADF works closely with municipal leaders, community organizations, the private sector and civil defense agencies to identify the highest priorities and deliver resources with the greatest positive impact.

Working with Colombia's Department for Social Prosperity (DPS), PADF received \$1.5 million to implement a seven-month project to repair and rebuild public infrastructure damaged by flooding and contribute to the socio-economic recovery of the communities affected by the floods. The work, which benefited more than 2,300 people, took place in eight departments (provinces) prioritized by the Government of Colombia, namely Bolívar, Magdalena, Atlántico, La Guajira, Córdoba, Chocó, Sucre and Antioquia.

Strengthening Community Responses to Natural Disasters

PADF believes in the full participation of local communities and affected populations in relief programs, such as community-based early flood alert systems and other local preparedness planning and exercises. This approach complements the impact of a response, as it helps countries build public-private partnerships that enhance

speedy responses and reconstruction and ensure greater coordination of assistance at the community level.

Supporting the Inter-American Committee for Natural Disaster Reduction

PADF actively supports the Inter-American Committee on Natural Disaster Reduction (IACNDR), a forum established by the OAS General Assembly. IACNDR comprises many leading hemispheric organizations. Its primary purpose is to analyze issues related to natural and other disasters, including the prevention and mitigation of their effect, in coordination with OAS member states; competent national, regional and international organizations and non-governmental organizations. IACNDR also seeks to strengthen hemispheric actions to achieve maximum international cooperation in support of national and or regional efforts for timely prevention, preparedness, early warning, response, vulnerability reduction, emergency care, mitigation, rehabilitation and reconstruction.

Aiding Victims of Humanitarian Crises

For decades, PADF has responded to most of the hemisphere's major natural disasters and humanitarian crises. In its role as the OAS developmental and relief arm, PADF is also called upon at times to respond to other humanitarian crises such as assisting displaced persons in Colombia, demobilized ex-combatants in Central America, refugees fleeing civil unrest, victims of human trafficking and abuse, disabled citizens and excluded minorities such as Afro-descendent and indigenous communities and others.





"The Foundation holds special significance for many of us because of its concerted, effective actions in the recovery from natural disasters."

—José Miguel Insulza, Secretary General, Organization of American States

Responding to Flooding in Central America

Heavy rains across Central America caused extensive and deadly flooding, mudslides and damage to infrastructure in many areas, prompting PADF, with OAS support, to send emergency aid to some of the hardest hit communities in the region.

"Thanks to PADF and the generosity of its partners in the private sector, we have been able to offer some measure of assistance to the countries affected by the worst flooding in Central America in years," said José Miguel Insulza, OAS Secretary General and Chairman of the PADF Board of Trustees.

With support from Citi, Chevron, and Royal Caribbean Cruises Ltd., PADF worked with local partner Fundación Redes to send relief supplies to 3,000 people in the El Salvador departments of La Paz, San Luis, La Herradura, San Pedro Masahuat, Jiquilisco, and Bajo Lempa. Redes also used the

funds to support the work of medical brigades.

In neighboring Honduras, PADF partner Chevron sent a donation through the American Chamber of Commerce in San Pedro Sula in partnership with the Permanent Commission for Contingencies (COPECO). This assistance reached more than 4,000 individuals staying in shelters in the department of Cortes.

In Guatemala, Chevron also worked with PADF to provide assistance through local partner Fundación Castillo Córdova to more than 4,900 people living primarily in the department of Escuintla, one of the most affected

areas. Food supplies were also distributed in the departments of Retalhuleu, Santa Rosa and Jutiapa.

PADF partner Royal Caribbean Cruises Ltd. provided assistance to more than 850 people in Nicaragua in the departments of Estelí and León. Relief assistance included rice, beans, sugar, cooking oil, canned foods, flour, water, powder milk, hygiene items, mattresses, blankets, clothing, building materials and medicines.

"Responding to the needs of the region's most vulnerable people is an important part of PADF's mandate to meet critical humanitarian and development challenges by collaborating with our private sector partners and the Organization of American States," said PADF Executive Director John Sanbrailo.



Celebrating 50 Years

(Right) Douglas R. Oberhelman, Chairman and CEO of Caterpillar Inc., delivering the keynote address at the Hall of the Americas, Organization of American States; (Below) Ambassador Albert R. Ramdin, Assistant Secretary General of the OAS and Vice Chairman of the PADF Board of Trustees. Nov. 27, 2012, Washington D.C.



(Above) 50th Anniversary event on board Royal Caribbean's *Celebrity Infinity* cruise ship in Cartagena, Colombia. Nov. 10, 2012; (Below left) Michael Ronan, Vice President, Government Relations, Caribbean, Latin America & Asia, Royal Caribbean Cruises Ltd., accepts PADF donor recognition award. Nov. 27, 2012, Washington D.C.



Luigi R. Einaudi, former Acting Secretary General of the OAS, and wife Carol Ann Einaudi. Nov. 27, 2012, Washington D.C.





(Left) Actor and PADF Goodwill Ambassador Jimmy Jean-Louis, 50th Anniversary event, Port-au-Prince, Haiti. Dec. 10, 2012. (Below, left to right) Mario Cader-Frech, Vice President, Public Affairs, The Americas, Viacom International Media Networks; Paul Fisher, Director of Corporate Partnerships and Development, PADF; and Mauricio Parra, DJ for MTV Americas. Nov. 17, 2012, Washington D.C.



(Above) Hall of the Americas, Organization of American States, Washington D.C; (Left) U.S. Ambassador to Haiti Pamela A. White, 50th Anniversary event, Port-au-Prince, Haiti. Dec. 10, 2012; (Right) Daniel Chen, Taipei Economic and Cultural Representative Office in the U.S. and Judith Hermanson, PhD, PADF Deputy Executive Director and Chief Operating Officer. Nov. 17, 2012, Washington D.C.



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Burned Children Foundation

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Vice President, Government Relations
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Royal Caribbean Cruises Ltd.

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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

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T. Graydon Upton, 1972-1977

L. Ronald Scheman, 1977-1983

R.I. Jervis Jones, 1983-1985

Leveo Sánchez, 1985-1988

J. John Jova, 1988-1990

Robert M. McGee, 1990-1992

George M. Kroloff, 1992-1995

Jorge Ríos, 1995-1997

Jack Heller, 1997-2000

Alexander F. Watson, 2000-2002

Frank D. Gómez, 2002-2004

Ruth Espy-Romero, 2004-2006

Alexander Watson, 2006-2009

Frank Gómez, 2009-2011

Maston N. Cunningham 2011-2012

Frank Gómez, 2012-Present

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Sy Rotter, 1968-1974

Norman Goijber, 1974-1977

Michael D. Miller, 1977-1980

Edward Marasciulo, 1980-1988

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

PADF Staff

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Washington, D.C.

John Sanbrailo
Executive Director

Judith Hermanson, PhD
(from Feb. 2012)
Deputy Executive Director and Chief
Operating Officer

Kristan Beck
(from Jan. 2012)
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Louis Alexander
Senior Programs Director

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Maribeth Murphy
(through Jan. 2012)
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Pilar Heraud
Program Director, In-Kind Donations

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(from Oct. 2011)
Program Director - Haiti

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(through Dec. 2011)
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Sandra Pérez
Office Manager/Benefits Administrator/
Trustee Relations

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Manager, Diaspora and Investment
Outreach (LEAD) Program

Valerie Bellande
Program Manager - Corporate
Partnerships

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(through Dec. 2011)
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Soraya Osorio
Country Director
(from Jan. 2012)
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(through March 2012)

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Director, New Business Development
and Communications

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Director of Finance (through April 2012)

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Haiti Emergency Shelter Rehabilitation
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Rural Community Driven Development

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(PRODEPUR) Urban Community-Driven
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C. Ross Croulet
(through April 2012)
Chief of Party/Program Director, LEAD

A.E. Friedrich Nicolas
Technical Director Emergency Projects

Rose Marceline Domond
Human Resources Manager

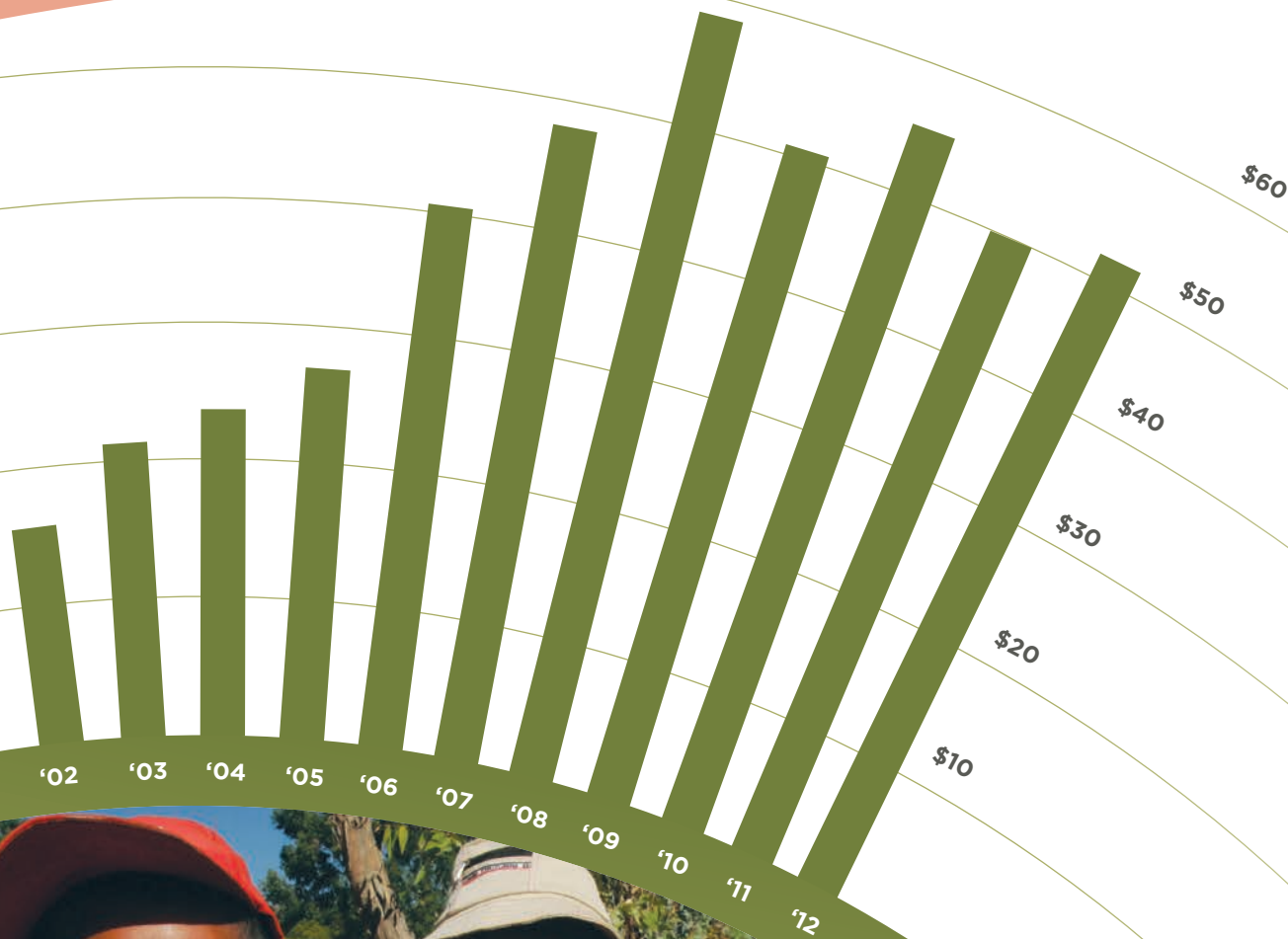
Abdelhamid Kalai
(through Feb. 2012)
Chief of Party/Program Director, Haiti
Emergency Shelter Rehabilitation Project

Paul Charles
(through July 2012)
Program Director, Reconstruction

Program Reach

2002–2012

(in millions of dollars)



Financials

Independent Auditor's Report

Gelman, Rosenberg & Freedman
Certified Public Accountants

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

We have audited the accompanying statement of financial position of the Pan American Development Foundation (the Foundation) as of September 30, 2012, and the related statements of activities and change in net assets, functional expenses and cash flows for the year then ended. These financial statements are the responsibility of the Foundation's management. Our responsibility is to express an opinion on these financial statements based on our audit. The financial statements of the Foundation as of September 30, 2011 were audited by other auditors, whose report dated March 22, 2012, expressed an unqualified opinion on those statements.

We conducted our audit 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 audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes consideration of internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Foundation's internal control over financial reporting. Accordingly, we express no such opinion. An audit also includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and significant estimates

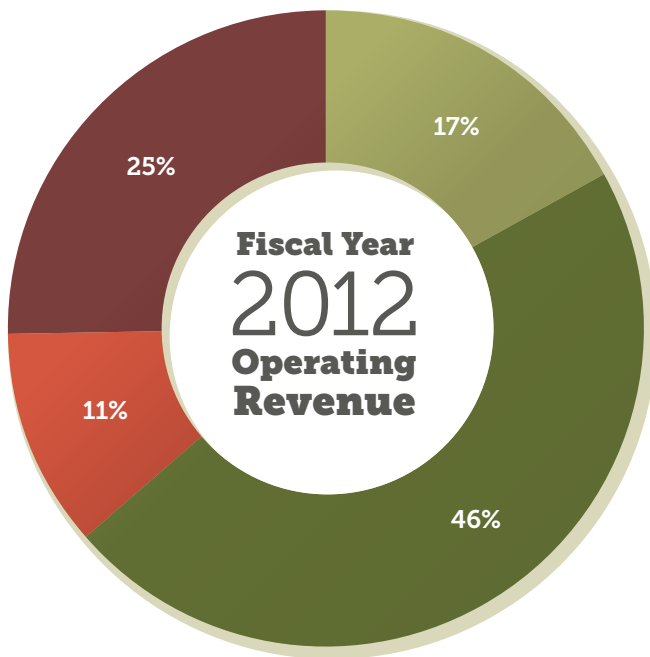
made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

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, 2012, and the change in its net assets and its cash flows for the year then ended in conformity with accounting principles generally accepted in the United States of America.

In accordance with Government Auditing Standards, we have also issued our report dated April 16, 2013, on our consideration of Foundation's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with Government Auditing Standards and should be considered in assessing the results of our audit.

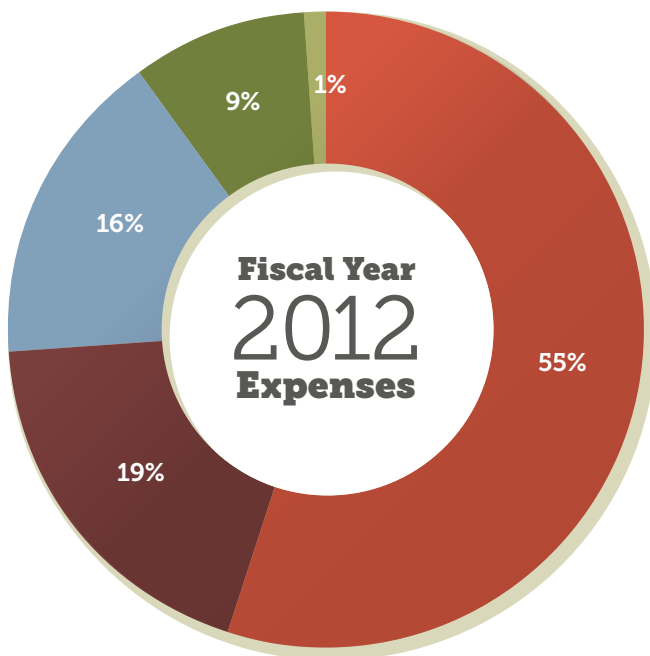


Bethesda, MD
April, 16, 2013



FY 2012 Operating Revenue

- 17% U.S. Government
- 46% OAS Member States/Public Sector
- 11% In-kind
- 25% Private



FY 2012 Expenses

- 55% Creating Economic Opportunities and Promoting Social Progress
- 19% Responding to Natural Disasters
- 16% Strengthening Communities & Civil Society
- 9% Management & General
- 1% Development

	2012	2011
	Total	Total
SUPPORT AND REVENUE		
Grants and contributions	\$47,349,477	\$44,147,760
In-kind contributions	\$6,178,235	\$6,174,666
Shipping reimbursables/subsidies	\$172,956	\$109,719
Other income	\$186,302	\$106,422
Net assets released from restrictions		
Total Support and Revenue	\$53,886,970	\$50,538,567
EXPENSES		
Program services:		
Creating Economic Opportunities	29,176,917	30,464,488
Strengthening Communities and Civil Society	8,813,342	4,123,227
Responding to Natural Disasters	10,278,373	10,937,703
Total Program Services	48,268,632	45,525,418
Supporting services		
Management and general	4,855,150	4,978,057
Development	342,108	323,286
Total Supporting Services	5,197,258	5,301,343
Total Expenses	53,465,890	50,826,761
Change in net assets	421,080	(288,194)
NET ASSETS		
Beginning	3,967,138	4,255,332
Ending	\$ 4,388,218	\$ 3,967,138

PADF received unqualified audits for FY 2011 and FY 2012. PADF is audited annually by the accounting firm Gelman, Rosenberg & Freedman. Copies of audited financial statements and federal form 990 are available upon request and federal form 990 is available at padf.org/financials.

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Bacardi Ltd.
Banco Agrícola
Blackberry
Burson-Marsteller
Boeing
Cargill Honduras
Caterpillar
CBS4 Miami
CDS Air Freight, Inc.
Chevron
Cinépolis
Circle Solutions Tools
Citi
Coltabaco
Compañía General De Equipos, S.A. de C.V.
Cornwell Quality Tools Company
Danaher Tool Group
Diageo
Ecopetrol
EMC2
FedEx
Florida International University
Florida Caribbean Cruise Lines Association
Finra
Greenberg Traurig LLC
Holiday Inn Express
LAN Airlines
Lockheed Martin
Marriot Hotel Hollywood, FL
Merck
Metro Newspapers
Miami Magazine
Microsoft
Money Gram
MTV
Praxair
ProPac
Riley-Sloane
Royal Caribbean International Ltd.
Synergos
Shady Grove Adventist Hospital
Social Miami.com
Sony
Telefónica
Tele Urban
Univision
University of Miami
Walmart
Warner Music Group
Western Union
Zep Transports, Inc.

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
FEDECARIBE
U.S. Chamber of Commerce

Foundations

Caterpillar Foundation
Cinépolis Foundation
Citi Foundation
Clinton Bush Haiti Fund
Donner Foundation
Fidelity Charitable Gift Fund
Global Impact
Homes for Haiti Foundation
International Lifeline Fund
Silicon Valley Community 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
Boys & Girls Club of Broward County
Feed My Starving Children
Feed the Children
Global Impact
Haiti Partners
International Lifeline Fund
International Service of Hope/IMPACT
Kenyas Kids, Inc.
Mission Relief Services
Missionary Flights International
Private Sector of the Americas
United Nations Human Settlement
Programme

Public Sector

Government of Canada

Government of Colombia

Department for Social Prosperity
Ministry of Foreign Affairs
Ministry of Labor

Government of Haiti

Ministry of Commerce
Bureau for Monetization
Ministry of Public Works, Transport and
Communication

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)

Government of The Netherlands

Embassy of The Netherlands, Colombia

Government of Spain

Agencia Española de Cooperación
Internacional

Government of the Republic of China (Taiwan)

Ministry of Foreign Affairs

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
General Services Administration
United States Agency for International
Development
United States Agency for International
Development/Limited Excess Property
Program
United States Southern Command

Multilateral

OPEC Fund for International Development
Organization of American States
UN-Habitat
The World Bank Group

Other Donors

Asociación Salesiana
Cabralana y Ayuda Haití
Círculo Católico de Obreros
First Baptist Church of Wheaton
Friends of Grenada Inc
Georgetown Preparatory School
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Helicop Sociedad Anónima Costa Rica
Jamaican Women of Washington, Inc.
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From individual donations to corporate partnerships, a range of contribution sources enhances PADF's ability to reach those most in need of support. Government and multilateral donors, foundations, private companies and people like you are all necessary to facilitate our work throughout the hemisphere.

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Check or Money Order

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

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About PADF

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 hemisphere. In 2012 PADF reached more than 10 million people by investing \$53 million in development resources in 29 Latin American and Caribbean countries.



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