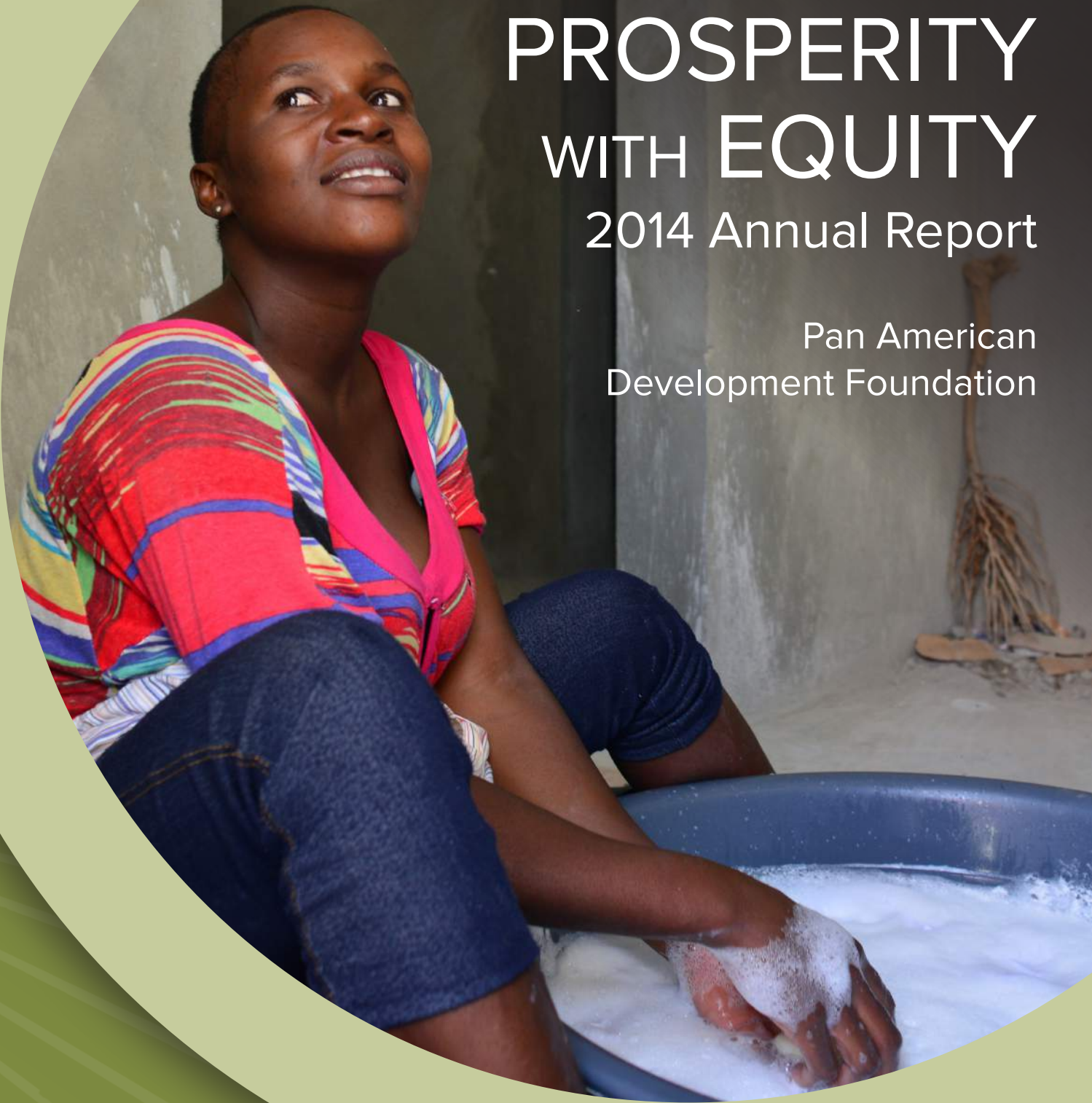


PROSPERITY WITH EQUITY

2014 Annual Report

Pan American
Development Foundation



PADF
PAN AMERICAN DEVELOPMENT FOUNDATION



Organization of
American States

Our Mission

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

Contents

4

Stories

12

One Impactful
Year

14

Map

16

Areas of Focus

18

Partners

20

Letter from
Leadership

21

Board of
Trustees

22

Financials

24

PADF Staff





Every day we strive to create a more prosperous and equitable Hemisphere.

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

These are the
stories of the
people we serve.



Building a New Life

Colombia's Displaced Families Come Home

More than
38,800
displaced
families
benefitted

Reached
105
municipalities

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

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

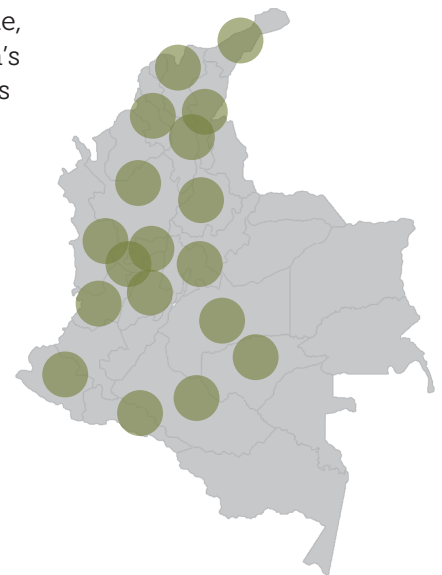
Other programs in Colombia:

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

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

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

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





What Families Achieve

Fulfill dream of living in peace

Real opportunities

Renewed confidence in government institutions



Reparations

Provide symbolic support to families in limited installments



Productive Ideas

Families can invest in farming, fish breeding, and other businesses to improve incomes.



Housing

Allows them to buy tools and materials to repair or expand their homes



Food Security

Purchase farming equipment to plant home gardens

How Reparations Help

Program Goals

Assist families in resettling in their lands

Provide economic stability

Help individuals exert their rights

Provide symbolic reparations

Strengthen communities

Improve community integration and social fabric

Supporting Business in Haiti

Entrepreneurs LEAD the way

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

Recognizing that an important part of helping Haiti move forward is supporting entrepreneurs like Momperousse, PADF invested \$200,000 of grant capital in her business. This is part of the USAID-funded LEAD program (Leveraging Effective Application of Direct

Investments), which provides select Haitian businesses access to capital and assists them in implementing their business plans. It's an effort to support long-term economic growth in the region. LEAD also works closely with members of the Haitian Diaspora, encouraging them to establish businesses in Haiti and to understand how remittances can be used to strengthen the private sector.

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

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

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

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

272

applicants sought
investment
funding

25%

of entrepreneurs
are women



Investment by Corridor

Private Capital
U.S. Government

Cap-Haitien
10 entrepreneurs
3 diaspora

\$1.49 M
\$1.70 M

St. Marc
2 entrepreneurs
1 woman

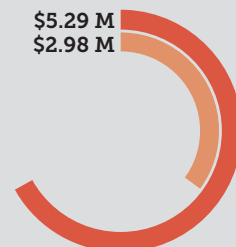
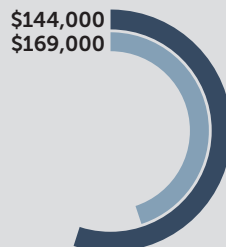
\$144,000
\$169,000

Port-au-Prince
17 entrepreneurs
6 diaspora, 7 women

\$5.29 M
\$2.98 M

Multiple Corridors
3 entrepreneurs

\$2.75 M
\$600,000



Other Businesses

Agri S.A.

Cap-Haitien Corridor

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



Dlo Haiti S.A.

All 3 Corridors

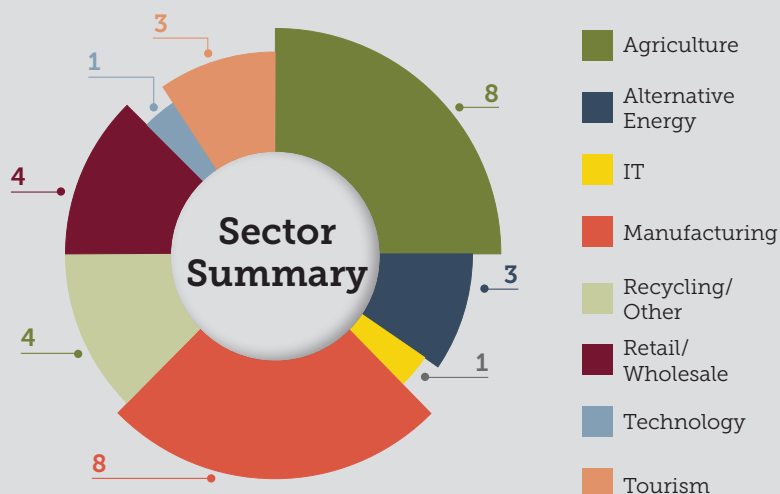
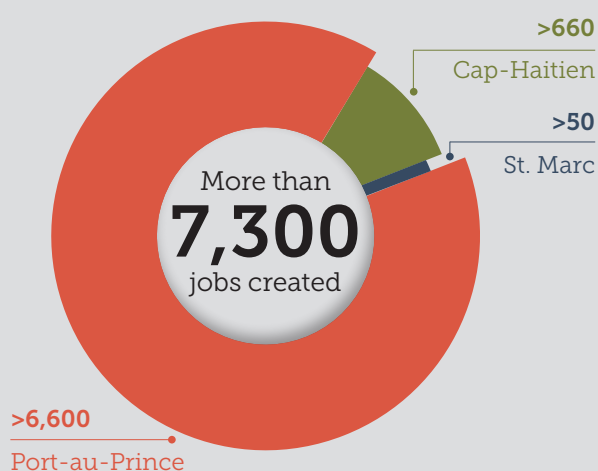
Dlo Haiti decentralizes the supply of potable water by creating water kiosks across the country. These kiosks come with water purifiers that provide clean drinking water to Haitians at affordable prices.



Surtab S.A.

Port-au-Prince Corridor

The company established the first light electronics assembly facility to manufacture affordable and durable mobile devices, particularly the popular Android-powered 7-inch tablet.



Standing up Against Child Labor

Awareness Campaign Goes Viral

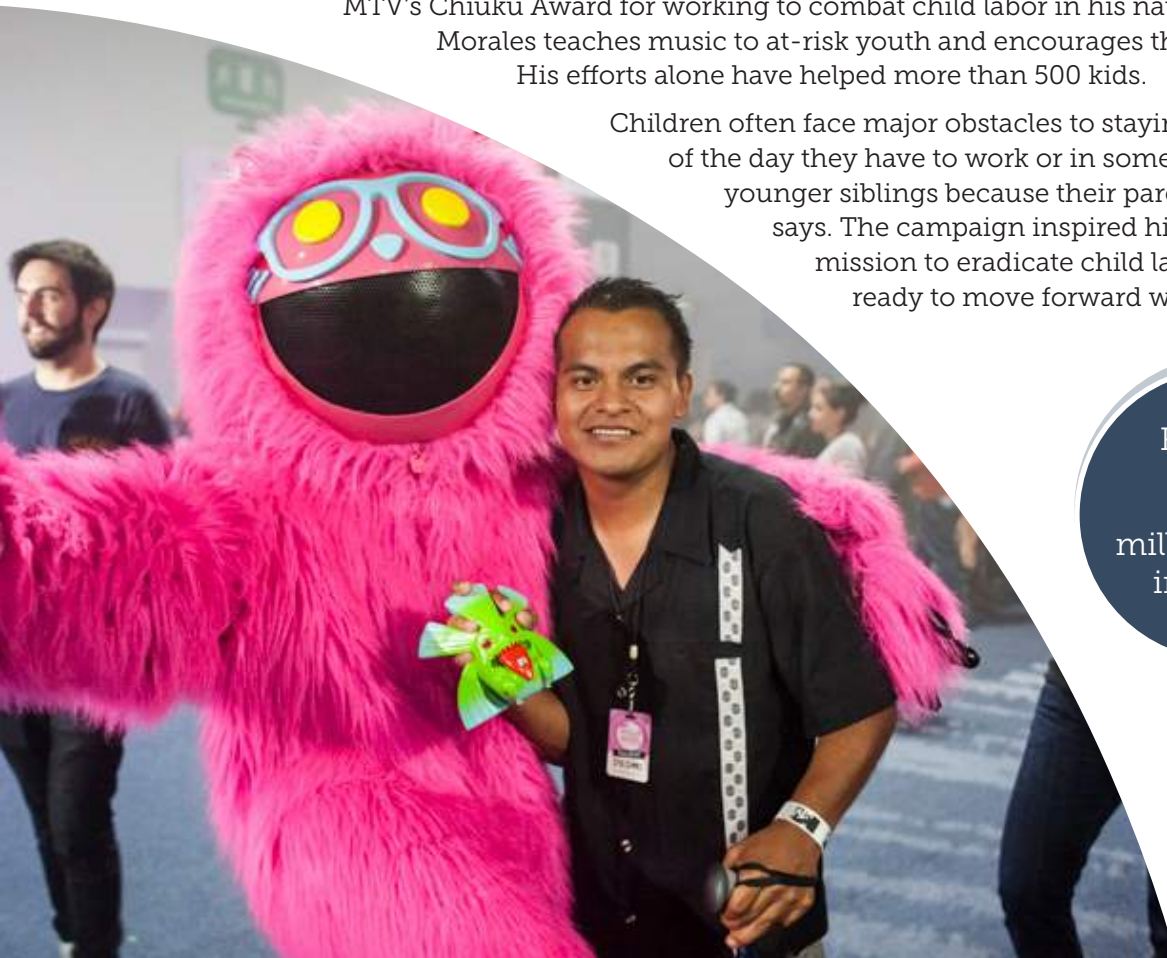


More than three million Mexican children must work to make ends meet, according to the International Labour Organization. Most work in agriculture and are from poor, rural families. Roughly one third are under the age of fourteen and work at least 35 hours per week.

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

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

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



Reached
7.5
million people
in Mexico

Engaged
more than
127,000
users on social
media

#MexicoSinTrabajoInfantil

#MexicoWithoutChildLabor



Guadalajara,
Jalisco



3 San Luis Potosí,
San Luis Potosí



4 Chimalhuacán,
Estado de México



1 MTV Millennial
Awards, Mexico
City



5 Ixtapaluca,
Estado de México



6 Tuxtla Gutiérrez,
Chiapas



7 San Cristóbal de
las Casas, Chiapas



Major Partners:

Government of Mexico
Telefónica Foundation
Altos Hornos de Mexico
International Labour
Organization
Boeing

Viacom
Cinépolis Foundation
Alianza Heartland
Mexico
Colectivo Contra
la Trata de Personas

Empowering Youth in Suriname

Program teaches job, life skills

More than
200
internships

61
new jobs for
youths

Only half of adolescents and youth in Suriname complete secondary school and one quarter of the youth are unemployed. Through this new program, more than 340 youths have received support and skills training, resulting in internships and new jobs.

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

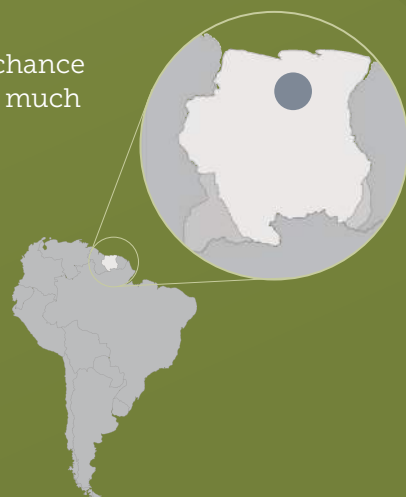
The Suriname Youth Development and Juvenile Justice Program, known locally as Kari Yu!, which means "calling you," gives young people the resources and support they need to succeed in life. PADF partners with the Suriname government and local NGOs to provide youth with basic life skills, job training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

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

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

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

"In the future I want to follow training to be specialized in bookkeeping," she says.



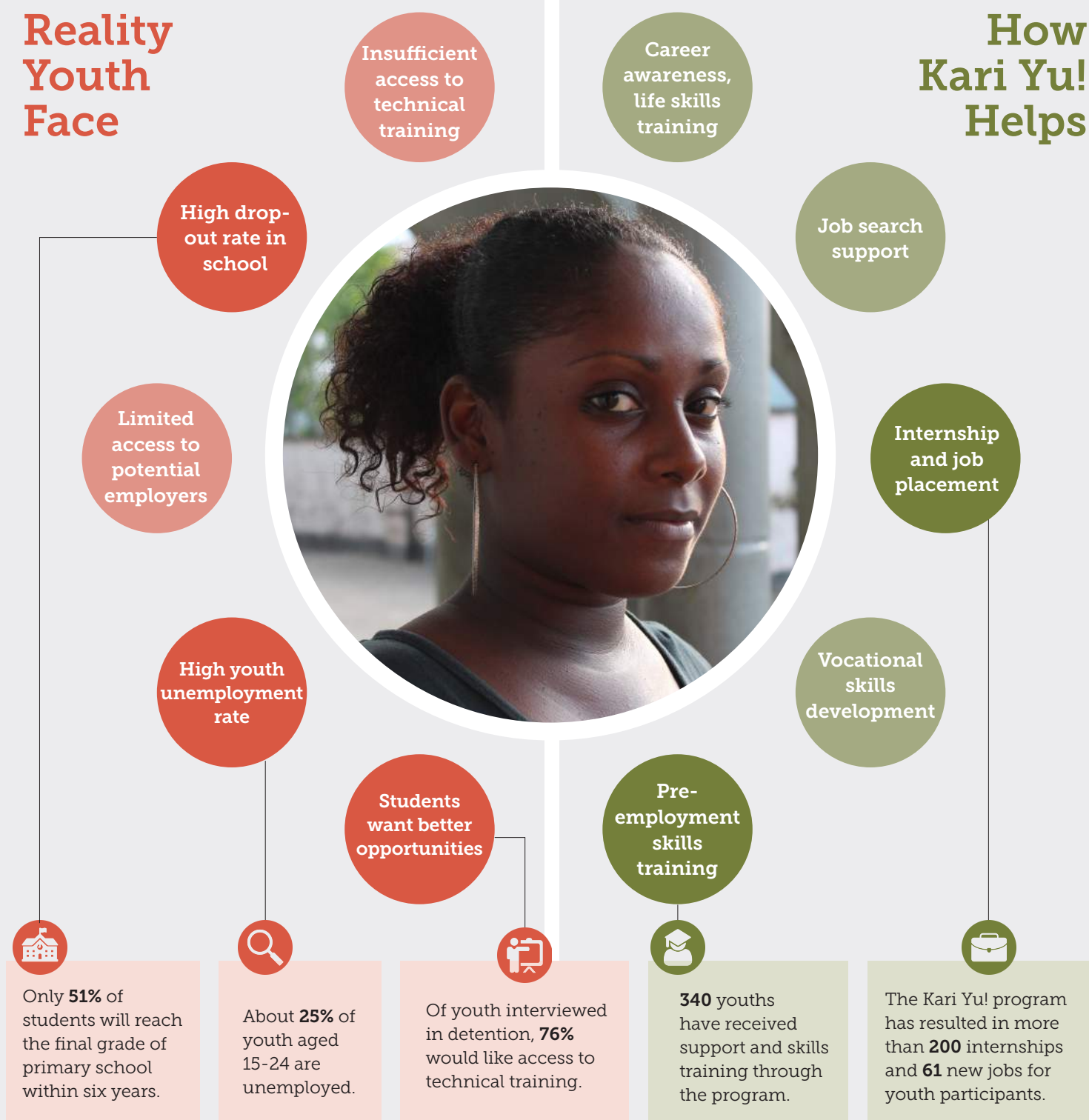
Kari Yu!

The Suriname Youth Development and Juvenile Justice Program

Kari Yu!, which means "calling you," invites youth, parents, businesses, government leaders, artists, media, and others to support increased access to employment for young people in Suriname.

Reality Youth Face

How Kari Yu! Helps



One Impactful Year

A Snapshot of PADF in 2014

\$ 92.3 MILLION
Investments in development and disaster management programs in Latin America and the Caribbean

PADF programs **reached**



15.1 million people



CORPORATE PARTNERSHIPS

Reached more than **500,000 people** in **22 countries**

Major Partners:

Altos Hornos de Mexico
Boeing
Caterpillar
EMC
Medtronic

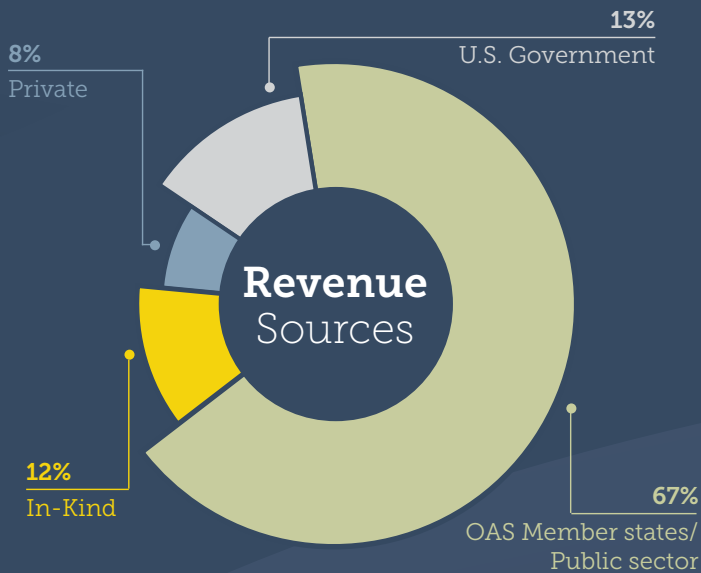
Merck
Royal Caribbean Cruises Ltd.
Telefónica
Viacom

4.0 million
South America

3.4 million
Caribbean

15.1 million

7.7 million
Mexico and Central America



4 Excellence Hubs



IN-KIND DONATIONS

worth **\$10.8 million** reached **1.4 million** people in Brazil, Colombia, El Salvador, Uruguay

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



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

MORE THAN

60

projects
in Latin America
and the Caribbean



MORE THAN

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

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



Mexico
7,507,000



Haiti
3,135,000



Colombia
2,586,000



Uruguay
1,046,000



Brazil
330,000



Empowering Youth

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

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

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



Increasing Local Economic Development

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

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

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



Delivering In-Kind Donations

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

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

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



Improving Disaster Preparedness, Response and Recovery

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

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



Strengthening Civil Society

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



Colombia



PADF's programs focused on protecting at-risk youth, strengthening human rights, assisting displaced populations, strengthening productive businesses, providing technical assistance to government entities, and improving the livelihoods of indigenous and Afro-Colombians.

PADF Program Highlights



Youth



Employment Generation



In-Kind Donations



Disaster Response and Preparedness



Stronger Communities & Civil Society



Afro-descendants & Indigenous Groups



Capacity Building



Displaced Persons



Education



Environment



Girls and Women



Health



Human Rights



Infrastructure and Housing



Public-Private Partnerships



South-South Cooperation



Haiti



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

Brazil



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

Regionally



Implemented the "Believe in Tolerance" campaign with support from the U.S. Department of State and Boston-based Facing Our History and Ourselves to promote religious tolerance and raise awareness about anti-Semitism. The program reached more than 100,000 people in 21 countries.



Beneficiaries Reached by Country



Projects by Country



Strategic Area



Create Economic Opportunities

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



Promote Social Progress

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

Areas of Focus



Strengthen Communities and Civil Society

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



Respond to Natural Disasters

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

Recent Hemispheric Partners

Visit padf.org/partners

Corporations and Institutions

Altos Hornos de México
Boeing
Caterpillar
Chevron
Cinépolis
Citi
Coltabaco
Cornwell Quality Tools Company
Courts Belize (Unicomer Group) ●
Cuello's Distillery ●
Diageo
Digicel
Ecopetrol
EMC
Emil C. Pinelo & Associates ●
Gaia, Silva, Gaede & Asociados
Global Marketing ●
Greenberg Traurig LLC
Medtronic
Merck
MPC Marketing
Ramada Belize City Princess ●
Ready Call Center (RCC) ●
Riley-Sloane
Royal Caribbean Cruises Ltd.
Santander Group ●
SMART ●

Telefónica
The Liaison Capitol Hill
The Office Gurus ●
Viacom
Virtual Executive Services ●
Wood Stop (The Mena Group of Companies) ●

Chambers of Commerce and Business Associations

American Chambers of Commerce in Chile, Colombia, Costa Rica, Dominican Republic, El Salvador, Guatemala, Haiti, Honduras, Jamaica, Nicaragua, Trinidad & Tobago and Venezuela
Association of Small and Medium Enterprises in Suriname (AKMOS)
Association of Surinamese Factories (ASFA)
Chamber of Commerce and Industries of the North East (Haiti)
Chamber of Commerce of the North
FEDECARIBE
La Inmaculada Credit Union Ltd. ●
Suriname Business Forum (SBF)
Suriname Hospitality Association
Suriname Trade and Industry Association (VSB)
U.S. Chamber of Commerce

Foundations

Caterpillar Foundation
Christian Foundation for Education Projects in Suriname (PROJEKTEN)
Cinépolis Foundation
Donner Foundation
Fidelity Charitable Gift Fund
Foundation for Communication, Culture and Development (COCON)
Foundation for the Development of Rural Areas (SORG)
Foundation Towards A New Alternative (TANA)
Global Impact
Homes for Haiti Foundation
International Lifeline Fund
MAPFRE Foundation
My Future Foundation
Puerto Bahía Foundation
Restrepo Barco Foundation
Telefónica Foundation Mexico
The Charles Delmar Foundation
The mGive Foundation
The Sage Foundation
Women's Issues Network Belize ●

International NGO Partners

Alianza Heartland México
American Red Cross
Boys & Girls Club of Broward County
Caritas
Caritas Emergencias, A.C.
CEPEI
ChildFund
Colectivo Contra la Trata de Personas en México
CONCERN
Facing History and Ourselves
Feed My Starving Children
Feed the Children
GAYAP ●
Global Impact
Habitat for Humanity
Haiti Partners
Heartland Alliance International

Infancia Común
International Center for Not-for-Profit Law
International Lifeline Fund
International Service of Hope/IMPACT
Junior Chamber International – Suriname
KIND ●
Marion House
MTV EXIT
National Development Foundation of Dominica (NDFD)
Partners of the Americas
Private Sector of the Americas
Sociedade Chaua
Sociedade de Pesquisa em Vida Selvagem e Educação Ambiental (SPVS)
Soufriere Foundation
St. Vincent and the Grenadines Red Cross Society
University Research Co., LLC (URC)
Young Women's Christian Association
Yunus Social Business

Public Sector

Government of the Bahamas
Bahamas Bar Association ●
Bahamas Crisis Center ●
Bahamas Royal Police Force ●
Department of Social Services ●
Ministry of Education ●
Ministry of National Security ●
Ministry of Youth ●
Office of the Attorney General ●
The Juvenile Court ●
Government of Belize
Belize Police Department ●
Belize Trade and Investment Development Service (BELTRAIDE) ●
Conscious Youth Development Programme (CYDP) ●
Ministry of Human Development ●
RESTORE Belize ●
SBDC Belize ●
Government of Brazil
Municipality of Campo Largo

Youth Engagement Services (YES)

Belize

This program targets youths who have limited opportunities in order to support micro and small businesses that increase access to jobs and encourage entrepreneurship in Belize City.



Crime Prevention

Bahamas/Trinidad & Tobago

PADF is enhancing the capacity of young people, police and justice sector officials to work together on crime prevention, promote behavioral change, and build trust.



Government of Colombia

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

Government of Haiti

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

Government of Honduras

Local Emergency Committees (CODELS)
Municipal Emergency Committee of the Central District (CODEM)
Permanent Contingency Commission (COPECO)

Secretary of Development and Social Inclusion (SEDIS)
UCLBP

Government of Mexico

Secretariat of Labor and Social Welfare (STPS)

Government of the Netherlands

Embassy of the Netherlands, Colombia

Government of St. Vincent and the Grenadines

National Emergency Management Office (NEMO)
Ministry of Agriculture
Ministry of Housing
Ministry of National Mobilization

Government of Suriname

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

Government of the Republic of China (Taiwan)

Embassy of the Republic of China (Taiwan), Haiti
Embassy of the Republic of China (Taiwan), Honduras
Embassy of the Republic of China (Taiwan), St. Vincent and the Grenadines
Ministry of Foreign Affairs

Taipei Economic and Cultural Representative Office (TECRO)

Government of Trinidad & Tobago

Citizen Security Program ●
Law Association of Trinidad & Tobago ●
Ministry of Community Development ●
Ministry of Education ●
Ministry of Gender, Youth and Child Development ●
Ministry of Justice ●
Ministry of National Security ●
Ministry of the People and Social Development ●
National Mentorship Program ●
Office of Law Enforcement Policy ●
The Judiciary of Trinidad and Tobago ●
Trinidad and Tobago Police Service ●

Government of the United States

Department of Defense
Department of Homeland Security
Department of State
Department of State, Bureau of International Narcotics and Law Enforcement Affairs ●
Department of Veterans Affairs
Embassy of the United States of America, Colombia
Embassy of the United States of America, Suriname
General Services Administration
United States Agency for International Development (USAID)
United States Agency for International Development/Limited Excess Property Program
United States Southern Command

Multilateral

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

Other Partners

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

Community-Driven Development

Haiti

PADF is working with several local communities in the Port-au-Prince metropolitan area to define and carry out development priorities that are identified and selected by local residents.



Promoting Prosperity with Equity

More than a decade ago at the Special Summit of the Americas, leaders gathered to discuss the hemisphere's rapid economic growth alongside rising poverty levels. In the Declaration of Nuevo León, they renewed a commitment to strengthening democratic governance, protecting human rights and fostering social development and inclusion. It was clear that the Americas needed more than economic growth in order to flourish. We needed to incorporate the principles of inclusion and equity as the true measures of prosperity.

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

PADF's innovative programs helped the Colombian government implement its Victims Law and promote inclusion for Afro-descendants and indigenous peoples.

They also provided greater opportunities to victims of the country's long civil conflict and developed centers for at-risk youth.

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

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

communities to help them better prepare for disasters and address the effects of climate change.

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

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

PADF will continue to create new opportunities for social inclusion and economic progress for those most in need.

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

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

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

JOSÉ MIGUEL INSULZA

Secretary General
Organization of American States
Chairman, PADF Board of Trustees

RUTH ESPEY-ROMERO

President
PADF Board of Trustees

JOHN SANBRAILO

Executive Director
PADF

Board of Trustees

Visit padf.org/trustees

José Miguel Insulza

Chairman
Secretary General
Organization of American States

Albert R. Ramdin

Vice Chairman
Assistant Secretary General
Organization of American States

Ruth Espey-Romero

President, Board of Trustees
Shareholder
Greenberg Traurig, LLP

Gladys Coupet

Acting President, Board of Trustees
(from February 2014)
2nd Vice President and Treasurer,
Board of Trustees
President and CEO
Banque de l'Union Haitienne S.A.

Frank Kanayet Yépes

1st Vice President, Board of Trustees
(through June 2014)
Chairman and CEO
Grupo GPC Holding

Carlos Mariño García

1st Vice President, Board of Trustees
(from July 2014)
President and CEO
Investments & Technologies Ltd.

Edouard Baussan

2nd Vice President, Board of Trustees
(from July 2014)
Vice Chairman
UNIBANK Haiti

Michael Ronan

Current Trustee
(Secretary through June 2014)
Vice President, Government Relations
Caribbean, Latin America & Asia
Royal Caribbean Cruises Ltd.

Precious Murchison Gittens

Secretary, Board of Trustees
(from July 2014)
Shareholder
Greenberg Traurig, LLP

Kathleen C. Barclay

Past President, AACCLA
Principal
Asesorías KCB, Ltda.

Jesús J. Canahuati

(through June 2014)
Executive Vice President
ELCATEX

Ivelisse Estrada

(through April 2014)
Senior Vice President
Corporate and Community Relations
Univision Communications Inc.

J. Nicholas Galt

(from October 2013)
President, AACCLA
Executive Chairman
TSL Group

William D. Gambrel

Past President, AACCLA
Past President, BankBoston,
Colombia

Frank D. Gómez

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

David L. Hunt

Vice President & Chief Operating
Officer
Global Division
Educational Testing Service (ETS)

William Irwin

(through January 2014)
Manager, International Government
Affairs
Chevron

Craig Kelly

Director for the Americas
International Government Relations
ExxonMobil

Paul G. Knollmaier

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

Robert M. McGee

Past PADF President
Past President, Occidental
International Corporation

Armando Pérez

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

Luis A. Ubiñas

(from May 2014)
Independent Consultant
Past President, Ford Foundation

Alexandra Valderrama

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

OAS Secretaries General and Chairmen

José A. Mora, 1962-1968
Galo Plaza, 1968-1975
Alejandro Orfila, 1975-1984
João Clemente Baena Soares, 1984-1994
César Gaviria, 1994-2004
Miguel Ángel Rodríguez, 2004
Luigi R. Einaudi, Acting, 2004
José Miguel Insulza, 2005-Present

PADF Board Presidents

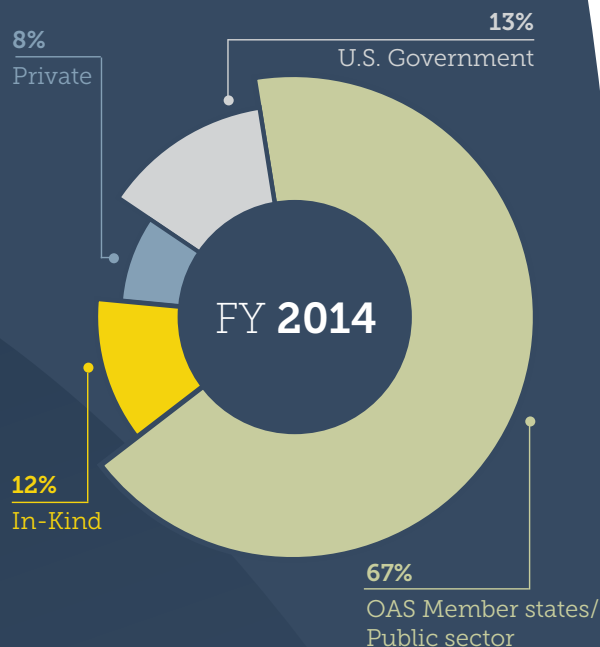
William Sanders, 1962-1972
T. Graydon Upton, 1972-1977
L. Ronald Scheman, 1977-1983
R.I. Jervis Jones, 1983-1985
Leveo Sánchez, 1985-1988
J. John Jova, 1988-1990
Robert M. McGee, 1990-1992
George M. Kroloff, 1992-1995
Jorge Ríos, 1995-1997
Jack Heller, 1997-2000
Alexander F. Watson, 2000-2002
Frank Gómez,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

PADF Executive Directors

L. Ronald Scheman, 1962-1968
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

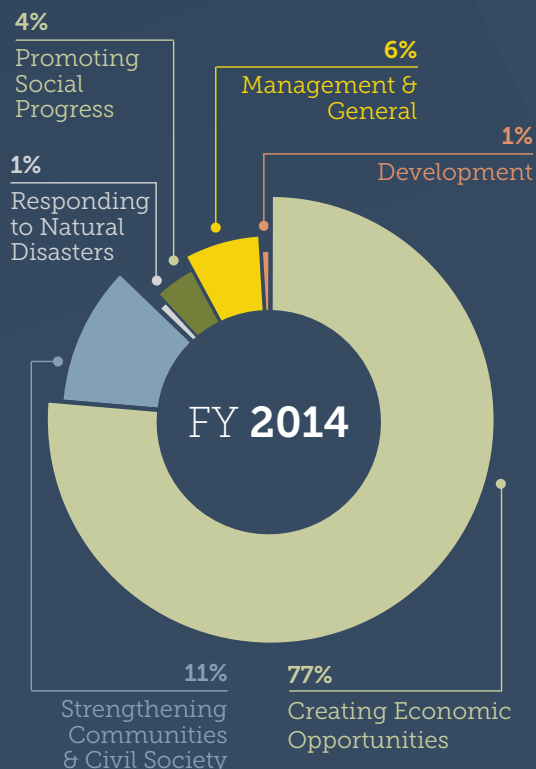
FY 2014

Operating Revenue



FY 2014

Expenses



Auditor's Statement

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

We have audited the accompanying financial statements of the Pan American Development Foundation (the Foundation), which comprise the statements of financial position as of September 30, 2014 and 2013, and the related statements of activities and changes in net assets, functional expenses and cash flows for the years then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Foundation as of September 30, 2014 and 2013, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Gelman, Rosenberg & Freedman
Bethesda, MD
March 18, 2015

Operating Revenue and Expenses

	2014	2013
	Total	Total
SUPPORT AND REVENUE		
Grants and contributions	81,022,188	61,266,022
In-Kind contributions	11,155,226	8,847,475
Shipping reimbursables/subsidies	163,394	161,884
Other income	32,477	2,311
Foreign currency translation (loss) gain	398,694	(506,112)
Net assets released from restrictions		
Total Support and Revenue	\$92,771,979	\$69,771,580
EXPENSES		
Program Services		
Creating Economic Opportunities	71,189,773	48,920,303
Strengthening Communities and Civil Society	10,276,731	13,083,306
Responding to Natural Disasters	526,299	1,306,640
Promoting Social Progress	3,866,698	460,896
Total Program Services	\$85,859,501	\$63,771,145
Supporting Services		
Management and general	6,038,111	4,761,493
Development	663,404	563,490
Total Supporting Services	\$6,701,515	\$5,324,983
Total Expenses	\$92,561,016	\$69,096,128
Change in net assets before other item	210,963	675,452
Other Item		
Receipt of parcel of land and building		1,711,324
Change in net assets	210,963	2,386,776
NET ASSETS		
Beginning	6,774,994	4,388,218
Ending	\$6,985,957	\$6,774,994

PADF was issued an unmodified audit report for FY 2014 and is audited annually by the accounting firm Gelman, Rosenberg & Freedman. Copies of audited financial statements and federal form 990 are available at padf.org/financials.

PADF Staff

Washington, D.C.

John Sanbrailo

Executive Director

Judith Hermanson, Ph.D.

Deputy Executive Director and Chief Operating Officer

Kristan Beck

Senior Director of Finance and Administration

Caterina Valero

Senior Programs Director

Louis Alexander

(through July 2014)
Senior Programs Director

Pilar Heraud

Program Director, In-Kind Donations

Lance Leverenz

Director of Business Development

Hearyl G. Mayr

Director of Communications and Public Affairs

Joseph Blubaugh

Director of Grants and Contracts

Luisa Villegas

Program Director, South America

Magalie Brunet

Program Director, Haiti

Liza I. Mantilla

Director of Disaster Management

Cynthia Colas

Director of Human Resources

Camila Payán

Program Director, Civil Society

Bernard Fructuoso

Director of Finance

Sandra Pérez

Director of Administration and Trustee Relations

Shanna Tova O'Reilly

Project Director, Caribbean

José Pandal

Director of Information Technology

Shakeh Akopian

Controller

Carlos Castellanos

Deputy Director for Budgets & Colombia Grants

Adriana Gahm

Senior Accountant & Financial Analyst

Paul Fisher

(through August 2014)
Director of Corporate Partnerships and Development

Mischka Garel

(through June 2014)
Senior Program Manager, Health

Colombia

Soraya Osorio

Country Director

Luz Cristina Pinzón

Director, New Business Development, Government Relations and Communications

Gloria Nelly Acosta

Director, Socio-Economic Development and Institutional Strengthening

Alfonso García

Deputy Director, Territorial Development and Governability

Adriana Escobar

Manager, Contracts, Grants and Agreements

Haiti

Nadia Cherrouk

Country Director
Chief of Party/Program Director, LEAD

Jean-Erick Déryce

Technical Director
Haiti Emergency Shelter Rehabilitation Program

Cédrelle A. Jean Louis

(from October 2014)
Director of Administration & Finance

Farook Doomun

(through August 2014)
Director of Administration & Finance

Kerline P. Rock

Project Director, Urban Community-Driven Development (PRODEPUR)

A.E. Friedrich Nicolas

Project Director

Rosemonde St. Hilaire Sopin

(from November 2014)
Human Resources Officer

Nathalie Yvrance Cardichon

(from June 2014)
Communications Officer

St. Vincent & the Grenadines

Christobelle Ashton

Project Coordinator
Resilient Livelihoods Project
SVG – Taiwan

Devon Wright

Administrative & Finance Officer
Resilient Livelihoods Project
SVG – Taiwan

Suriname

Carlo Arze

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

Majella van der Werf

Senior Consultant
USAID Suriname Youth Development and Juvenile Justice Program – Kari Yu!

Lilian Wiebers

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

Honduras

Marco Aranda Bautista

Project Coordinator
Disaster Risk Reduction Project
Honduras – Taiwan

Julio C. Quiñonez

Technical Advisor
Disaster Risk Reduction Project
Honduras – Taiwan

Martha E. López

Technical Advisor
Disaster Risk Reduction Project
Honduras – Taiwan

Dunia Yañez

Finance and Administration Officer
Disaster Risk Reduction Project
Honduras – Taiwan

You Can Make a Difference

Visit padf.org/donate

You Can Make a Difference

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.

We are an Ideal Mechanism for Social Responsibility Programs

PADF provides an excellent mechanism and innovative models through which corporations and foundations can address critical development and disaster management needs throughout Latin America and the Caribbean. With transparent management, proven methods and essential relationships that facilitate and mobilize contributions effectively, PADF has corporate social responsibility options that maximize your company's impact and visibility.

We Welcome the Opportunity to Partner with You

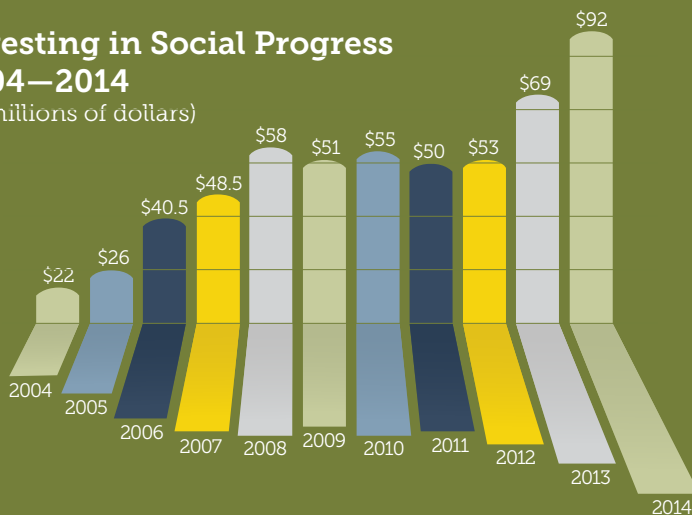
If you represent a foundation or an international agency, PADF can help you further your hemispheric objectives through innovative community-based programs. For more information, please call PADF at 202.458.3969 or e-mail us at info@padf.org.

Your Contributions are Tax-Deductible

PADF is a registered 501 (c)(3) organization. Contributions made to PADF are generally tax-deductible under U.S. law. Applicability of these laws can vary, so donors are encouraged to seek tax advice. In other countries, tax laws should be consulted concerning the deductibility of a gift.

Investing in Social Progress 2004–2014

(in millions of dollars)



How to Contribute

Online

Donate online at padf.org/donate

Check or Money Order

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

Planned Giving

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

Other Donations

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

Stewardship

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

PADF is certified as a Partner in Trust by GuideStar, and received the Seal of Excellence from InterAction, the largest alliance of U.S.-based international non-governmental organizations (NGOs).





The Pan American Development Foundation, a 501(c)(3) nonprofit organization, brings together many stakeholders to improve livelihoods, empower communities, strengthen civil society, support human rights, protect the environment and respond to natural disasters in Latin America and the Caribbean. Established by the Organization of American States in 1962, PADF has worked in every country in the region. In 2014 PADF reached more than 15 million people by investing over \$92 million in development resources in 27 Latin American and Caribbean countries.



Organization of
American States

1889 F Street, NW, 2nd Floor
Washington, D.C. 20006
202.458.3969

padf.org

 /padforg

 @padforg