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# 2017 ANNUAL REPORT



IN 2017, WE ADDRESSED OUR  
HEMISPHERE'S GREATEST  
CHALLENGES WITH INNOVATIVE  
PROJECTS THAT DROVE  
SUSTAINABLE PROGRESS,  
SERVING 10.3 MILLION OF THE  
MOST VULNERABLE PEOPLE  
IN LATIN AMERICA AND  
THE CARIBBEAN

HERE'S HOW.

OUR FOCUS



Skills for the Job

Without the proper education, it's hard to land a good job. Through various vocational training programs in Haiti, we equipped disadvantaged youth with skills like motorcycle mechanics, textiles, baking and smartphone repair. Now over 400 young people have an advantage with valuable skills to compete in the job market.



STEM Education

The future is changing, and the job market increasingly requires skills in science, technology, engineering and math. We launched STEM academies throughout South America, promoting STEM skills among youth and training teachers in STEM capacities. The academies fueled creativity through robotics, science fairs and technology competitions.

# We invested in a **BRIGHTER** FUTURE FOR YOUTH

Young Entrepreneurs

Women throughout the hemisphere have unequal income and fewer opportunities compared to men. In Goiás, Brazil, we launched the Women Power! program to transcend gender inequalities and traditional roles. Through the program, we trained 74 young women in entrepreneurship and leadership skills, helped them set up business plans, and connected them with relevant business people. The program has launched them on a trajectory toward business success.

Recreation Houses

A well-rounded childhood isn't just about hard skills. It's also about having the space to play and develop cultural competence. We've built 25 Recreation Houses in Colombia to do just that, with more under construction. As of 2017, over 12,000 kids used the Recreation Houses as a place to express themselves through art, cultural activities and games.



and stimulated local economies

# BY INVESTING IN ENTREPRENEURS



HAITI

Small business is essential to Haiti’s economic development. However, small business owners have difficulty accessing loans, making it almost impossible to grow.

We made strategic investments in Haitian entrepreneurs to facilitate economic prosperity. Working directly with micro-, small-, and medium-sized enterprises in key value chains, providing capital and technical assistance. Armed with the right assistance, connections and access to capital, these small business owners produced big results.

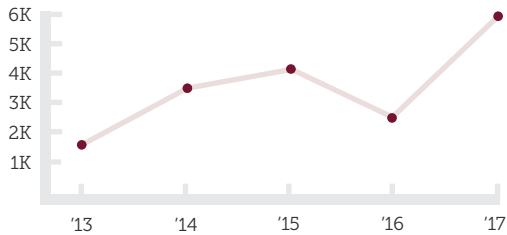
“We were expecting to be at this point five years from now. Without LEAD, we could not have had what we have today.”

– Carl Breda, co-owner of L’Enfant Jesus Bakery in Port-au-Prince

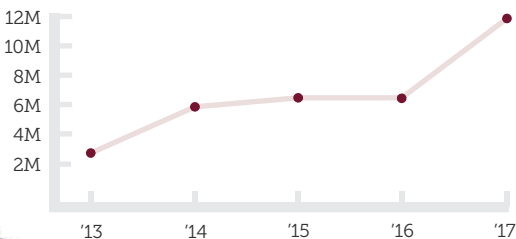
The bakery has been serving delicious bread for three years. Now, the bakery is thriving and acquiring more modern equipment to improve the quality of their baked goods. They are aiming to produce a million loaves per day.



18,000 Jobs Created



\$33 Million Total Revenue



while enabling

# COMMUNITY-DRIVEN GROWTH



COLOMBIA

Communities usually know what their greatest needs are; too often, however, they lack the resources to address them. Organizations that intervene with a solution may offer temporary help, but external solutions may create dependence.

We’re changing the way things work. For example, under the Positive Balance Initiatives the communities are the protagonists of their own success. In addition to identifying their most pressing needs, they contribute resources and seek solutions. We help connect them to the right stakeholders so that they can address a collectively defined issue.

As of 2017, we have facilitated over 500 initiatives, from building playgrounds to initiating sports leagues and promoting cultural activities like embroidery and dance.

We believe that collective action makes a community self-sufficient, and self-sufficient communities have the power to thrive.



# We helped vulnerable people **DEFEND THEIR** **RIGHTS**

## Vulnerable Groups

Our work helps these groups overcome disadvantages like unequal opportunity for jobs and exclusion from politics.

- LGBT+
- Displaced people
- Indigenous & afrodescendants

## Institutions

We work with institutions to set sustainable national standards and ensure that those protections are enforced.

- Judges & prosecutors
- Attorney generals
- Public officials

## Human Rights Defenders

We're helping these skilled intermediaries strengthen their advocacy for excluded communities.

- Civil society networks
- Local nonprofits
- Journalists

## International Partnerships

Sustainable change requires long-lasting partnerships, so we've partnered with these groups to leverage additional resources for the common good.

- Influencers
- Human rights groups
- Accountability mechanisms

# and combatted human trafficking by **EMPOWERING** **WOMEN**

## BOLIVIA

Bolivia is an origin, transit point and destination for human trafficking. Although anti-trafficking laws have passed, traffickers continue to exploit indigenous populations and women who are particularly susceptible to be trafficked.

We introduced a program that leveraged indigenous authorities to empower female "community defenders." The community defenders held forums with government leaders, youth and community members to raise awareness about trafficking issues and how they can be identified preemptively.

Now, communities in four target municipalities have the knowledge and tools they need to prevent trafficking from happening in the first place.



# In the Caribbean, we helped youth **STOMP OUT CRIME**

## BAHAMAS, SURINAME, TRINIDAD & TOBAGO

Crime rates in Caribbean cities rank among the highest in the world, owing primarily to pervasive gang violence. Youth are particularly vulnerable to falling into a lifestyle of crime and time behind bars.

The governments of the Bahamas, Suriname, and Trinidad and Tobago ramped up policing to reduce criminal activity, but they needed an approach that involved more than just police.

We introduced a violence prevention program targeting youth through a multidisciplinary approach. Youth participated in mock trials, community dialogues and job shadowing with local police. In turn, police received training in social crime prevention strategies.

With an increased awareness of the role of police and the community's involvement in crime prevention, these communities are better prepared to foster environments in which youth can say no to a lifestyle of violence.



**76%** reported better interaction with police



**11,154** youth connected with their communities



**1,732** police and officials improved crime prevention strategies

# and brought neighbors together to craft solutions against **GENDER-BASED VIOLENCE**

## BAHAMAS

Globally, one in every three women experiences domestic violence. But in the Caribbean, the rate is even higher. We helped prevent gender-based violence by bringing community members together. On four islands in the Bahamas, over 2,000 neighbors, local leaders, students and police officers all

gathered to express their concerns about gender-based violence through community dialogues and advocacy events. Together with local communities, we held forums to raise awareness about taboo issues and brainstormed solutions.



# WE ORGANIZED COMMUNITIES

in some of the world's most disaster-prone areas so that natural events

# DON'T BECOME NATURAL DISASTERS



## GUATEMALA

Severe weather and seismic activity pose a daily threat to people in Guatemala. Floods, landslides, earthquakes, volcanic eruptions and hurricanes create devastating hardships, particularly among those living in urban hillside communities.

We invest in communities before disaster strikes so that they can better prepare, withstand, recover and thrive despite the destructive forces of nature. On the outskirts of Guatemala City, we organized community disaster response brigades, improved early warning systems and information sharing among community members, and carried out small-scale infrastructure projects to create more secure public spaces for residents. We supported disaster response brigades that completed specialized emergency response trainings and became certified under the national disaster agency.

Today, 36,000 people in vulnerable communities are better equipped to withstand and recover from disaster events.

## HAITI

Haiti is a particularly vulnerable country, as it is hit by a major hurricane every seven years on average. As vulnerable urban populations continue to settle and reside on floodplains, steep slopes and other precarious places, even recurring seasonal rain can cause major damage.

We helped communities become more resilient by improving homes, rehabilitating shelters, providing access to clean water and installing solar lamps. But resilience isn't just the result of stronger infrastructure. Additionally, we promoted awareness of disaster risk mitigation, waste management and sanitation principles.

When Hurricanes Irma and Maria threatened Haiti, our team was already in place to prepare communities by clearing key waterways and distributing supplies to reduce the risk of disaster.

By strengthening infrastructure and promoting community resilience, vulnerable populations can better prepare for and mitigate the hazards nature throws their way.



# But when emergencies happened, **WE RESPONDED TO** **NATURAL DISASTERS**

## 📍 MEXICO & CARIBBEAN

In September, a devastating magnitude 8.1 earthquake struck southern Mexico during the night, killing over 90 people and destroying vital infrastructure. It was the most powerful Mexican earthquake in a century.

Another major earthquake rattled Mexico City, killing over 350 people and toppling critical infrastructure for community services like schools, shelters, roads and bridges.

During the same month, Hurricane Irma, the strongest Atlantic hurricane on record, pummeled numerous Caribbean islands. Many communities suffered great losses - both in human life and access to services. Only a few weeks later, Hurricane Maria followed Irma's path, knocking out power and road access to many parts of Puerto Rico.

We led on-the-ground assessments of the damage and rallied support from private sector partners to help affected communities rebuild what they lost to the disasters. As a humanitarian organization that serves vulnerable people, we will continue to provide medium and long-term recovery support for the communities that need it most.



and migration **CRISES**

## 📍 BRAZIL

Migrants and displaced people are especially vulnerable to disease, malnutrition and human rights violations like sexual and labor exploitation.

In 2017, tens of thousands of Venezuelans fled their country in search of better opportunities, but the sheer quantity of migrants has strained local services. In Boa Vista, Brazil, we established a school and a clinic to serve migrant children and families.

We continue to actively support Venezuelans and other displaced persons in the region who are reestablishing their lives. Together with the OAS, international organizations, governments and local civil society, we will continue to fight for the rights and opportunities of displaced people throughout our hemisphere.

“PADF is proud to collaborate with the OAS to serve our region’s most vulnerable populations.”

– Luis Ubiñas  
PADF President



“The international community must respond to our hemisphere’s greatest needs. Following the principles and policies of the OAS, PADF is a trusted partner to implement sustainable development practices.”

– Luis Almagro Lemes  
Secretary-General, OAS



# TRUSTEES

The Pan American Development Foundation is a proud affiliate of the Organization of American States (OAS) and continues to collaborate with the OAS to supplement its mission:

**MORE  
RIGHTS  
FOR MORE  
PEOPLE.**

**Luis Almagro Lemes**  
PADF Chairman  
Secretary General  
Organization of  
American States

**Nestor Mendez**  
PADF Vice Chairman  
Assistant Secretary  
General  
Organization of  
American States

**Luis A. Ubiñas**  
PADF President  
Former President, Ford  
Foundation  
United States

**Edouard Baussan**  
PADF 1st Vice President  
UNIBANK  
Haiti

**Alexandra Valderrama**  
PADF 2nd Vice President  
Chevron  
United States

**Kathleen C. Barclay**  
PADF Treasurer  
Asesorías KCB, Ltda.  
Chile

**Alexandra Aguirre**  
PADF Secretary & General  
Counsel  
Greenberg Traurig, P.A.  
United States

**Philippe R. Armand**  
Groupe Dynamic, S.A  
Haiti

**Angela Franco**  
DC Health Benefit Exchange  
Authority  
United States

**William D. Gambrel**  
BankBoston Colombia (ret.)  
Dominican Republic

**J. Nicholas Galt**  
TSL Group  
Trinidad and Tobago

**Frank D. Gómez**  
Retired Foreign Service  
Officer  
United States

**Federico González-Denton**  
Royal Caribbean Cruises Ltd.  
United States

**Sandra Marta Guazzotti**  
Oracle  
Singapore

**Germán Herrera**  
Egon Zehnder  
United States

**Marcos Jiménez**  
Softtek  
United States

**Philip Kelliher**  
Caterpillar Inc.  
United States

**Tom H. Kenna**  
AACCLA, Panama Canal  
Railway Company  
Panama

**Robert M. McGee**  
Occidental International  
Corporation (ret.)  
United States

**Mina Pacheco Nazemi**  
Aldea Capital Partners  
United States

**Alfonso Quiñonez**  
Grupo Progreso  
Guatemala

**Javier Saade**  
Fenway Summer  
Ventures  
United States

# STAFF

## WASHINGTON D.C.

**John Sanbrailo**  
Executive Director  
*Until September 30, 2017*

**Katie Taylor**  
Executive Director  
*From October 1, 2017*

**Kristan Beck**  
Chief Operating Officer  
**Lance Leverenz**  
Senior Director of Business  
Development

**Luisa Villegas**  
Deputy Senior Programs  
Director South America  
**Camila Payán**  
Deputy Senior Programs  
Director Mexico, Central  
America and the Caribbean

**Bernard Fructuoso**  
Director of Finance  
**Joseph Blubaugh**  
Director of Grants and  
Contracts

**Carlos Castellanos**  
Director of In-Kind  
Donations  
Deputy Director for  
Budgets & Colombia Grants

**Liza I. Mantilla**  
Director of Disaster  
Management

**José Pandal**  
Director of Information  
Technology  
**Sandra Pérez**  
Director of Administration  
& Trustee Relations  
**Carolina Brea**  
Program Director  
**Matt Potter**  
Program Director  
**Roberto Obando**  
Program Director  
**Shakeh Akopian**  
Controller

## BAHAMAS

**Latara Evans**  
Country Coordinator

## BRAZIL

**Paulo Cavalcanti**  
Country Representative

## 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**  
Director, Territorial  
Development and  
Governance  
**Adriana Escobar**  
Legal Manager

## EASTERN AND SOUTHERN CARIBBEAN

**Carlo Arze**  
Director for Youth and  
Community Development

## EL SALVADOR

**Gustavo D’Angelo**  
Chief of Party, Regional  
Human Rights Program

## GUATEMALA

**Alejandro Zepeda**  
National Director, Regional  
Human Rights Program  
**Lucía España**  
Technical Lead

## HAITI

**Nadia Cherrouk**  
Country Director  
**Jean-Erick Déryce**  
Project Director  
**Cédrelle A. Jean Louis**  
Director of Administration  
and Finance  
**Kerline P. Rock**  
Project Director  
**A.E. Friedrich Nicolas**  
Project Director  
**Arsel Jerome**  
Project Director  
**Marie Chantale Pierre  
Louis**  
Deputy Chief of Party,  
LEAD

## HONDURAS

**Josué Murillo**  
National Director, Regional  
Human Rights Program

## MEXICO

**Valeria Uribe**  
National Director, Regional  
Human Rights Program

## TRINIDAD & TOBAGO

**Yolande De Leon**  
Country Coordinator



In September 2017, John Sanbrailo retired after 18 years of dedicated service to PADF and vulnerable communities in our region. The PADF family welcomed new Executive Director Katie Taylor, who brings years of successful leadership in the public and private sectors.

# SUPPORTERS

## PRIVATE INSTITUTIONS

American Chamber of Commerce in Trinidad and Tobago  
American Red Cross  
Boeing  
Caterpillar  
Caterpillar Foundation  
Challenger  
Chevron  
Cinépolis  
Corporacion Excelencia en la Justicia  
Dart Foundation  
Discovery Communications  
Empresas Públicas de Medellín (EPM)  
EMC  
ExxonMobil  
Fondo para el Desarrollo de los pueblos Indígenas de América Latina y el Caribe (FILAC)  
Fundação Pró-Cerrado (FPC)  
Fundación Mapfre  
Fundación Telefónica Colombia  
Fundaciones Ramírez Moreno  
Gilead  
Global Communities  
Greenberg Traurig LLC  
Homecenter  
Instituto Politécnico Nacional (IPN Mexico)  
International Center for Not for-Profit Law  
MPC Marketing  
Nadine Hogan Memorial Fund  
Oracle Academy  
Pavco  
PepsiCo Foundation  
Quala  
RIMCO  
Royal Caribbean Cruises, Ltd.  
Scotiabank México

Smart Contact Center (AST)  
Sociedade Chaua  
Sociedade de Pesquisa em Vida Selvagem e Educação Ambiental (SPVS)  
Softtek  
Telefónica Foundation Mexico  
Teleperformance  
The George Washington University  
Turner International LLC  
Universidad Iberoamericana (Mexico)

## GOVERNMENTS & MULTILATERAL

**Government of Brazil**  
Brazilian Micro and Small Business Support Service (SEBRAE)  
Executive Group for Combatting Drugs (GEED)  
Municipality of Campo Largo

**Government of Canada**

**Government of Colombia**  
Agency for Territorial Renewal  
Department of Social Prosperity (DPS)  
Ministry of Agriculture  
Ministry of Commerce, Industry and Tourism  
Ministry of Environment  
Ministry of Foreign Affairs  
Ministry of Housing  
Ministry of Justice and Rights  
Ministry of Labor  
Ministry of the Interior  
National Administrative Department of Statistics (DANE)  
National Land Agency  
Unit for Comprehensive Care and Reparation to Victims (UARIV)

**Government of Guatemala**  
Mancomunidad Gran Ciudad del Sur  
Ministry of Agriculture, Livestock and Food (MAGA)

**Government of Haiti**

**Government of Italy**  
Embassy of Italy, Mexico

**Government of Jamaica**  
Forensic Laboratory  
Jamaica Constabulary Force  
Ministry of National Security  
Office of the Clerk of the Courts  
Office of the Director of Public Prosecutions

**Government of Mexico**  
Electoral Institute of Mexico City  
Government of Morelos  
Government of Oaxaca  
Mexican Youth Institute (IMJUVE)  
Ministry of Labor and Social Prevention (STPS)  
National Human Rights Commission (CNDH)  
Secretary of Agriculture, Livestock, Rural Development, Fish and Food (SAGARPA)  
Secretary of Education, Mexico City  
Secretary of Education, State of Mexico  
Secretary of Public Education (SEP)  
Secretary of Social Development (SEDESOL)  
Social Inclusion Program PROSPERA

**Government of Spain**  
Spanish Agency for International Development Cooperation (AECID)

**Government of Sweden**

**Government of Switzerzland**  
Swiss Agency for Development and Cooperation (SDC)

**Government of Taiwan**  
Oficina Económica y Cultural de Taipei en México  
Taipei Economic and Cultural Representative Office (TECRO)

**Government of the United States**  
Department of Commerce - Economic Development Administration  
Department of State  
Department of State, Bureau of Conflict and Stabilization Operations  
Department of State, Bureau of Democracy, Human Rights, and Labor  
Department of State, Bureau of International Narcotics and Law Enforcement Affairs  
Department of State, Bureau of Population, Refugees and Migration  
United States Agency for International Development (USAID)  
United States Agency for International Development (USAID) Office of U.S. Foreign Disaster Assistance (USAID/OFDA)

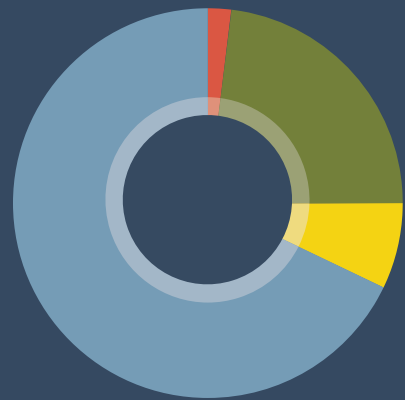
**Multilateral**  
Instituto Latinoamericano de la Comunicación Educativa (ILCE)  
Inter-American Development Bank  
International Labour Organization (ILO)  
MINUSTAH (CVR)  
United Nations Development Programme (UNDP)  
World Bank

# FINANCIALS

## OPERATING REVENUE AND EXPENSES

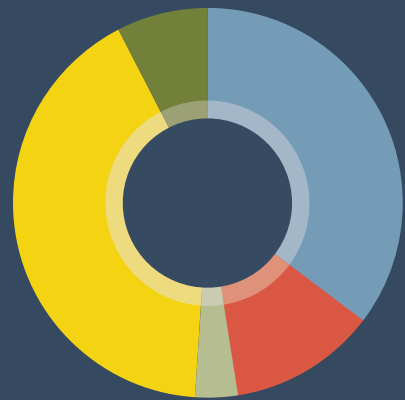
	2017	2016
SUPPORT AND REVENUE		
Grants and contributions	73,992,990	88,780,786
In-Kind contributions	5,928,560	6,009,266
Other income	177,219	129,731
<b>Total Support and Revenue</b>	<b>\$80,098,769</b>	<b>\$94,919,783</b>
EXPENSES		
Program Services		
Creating Economic Opportunities	28,476,007	20,974,132
Strengthening Communities and Civil Society	9,972,070	12,537,713
Responding to Natural Disasters	2,628,107	2,099,518
Promoting Social Progress	33,505,461	53,425,607
<b>Total Program Services</b>	<b>\$74,581,645</b>	<b>\$89,036,970</b>
Supporting Services		
Management and general	5,290,093	4,873,531
Development	791,892	589,082
<b>Total Supporting Services</b>	<b>\$6,081,985</b>	<b>\$5,462,613</b>
<b>Total Expenses</b>	<b>\$80,663,630</b>	<b>\$94,499,583</b>
Change in net assets before other items	(564,861)	420,200
OTHER ITEMS		
Foreign currency translation (loss)	642,996	(12,542)
Loss on donated property and equipment	-	(482,888)
<b>Changes in net assets</b>	<b>78,135</b>	<b>(75,230)</b>
NET ASSETS		
Beginning	5,550,035	5,625,265
<b>Ending</b>	<b>\$5,628,170</b>	<b>\$5,550,035</b>

## FY 2017 OPERATING REVENUE



- 68% OAS Member States / Public Sector
- 23% U.S. Government
- 7% In-Kind
- 2% Private

## FY 2017 EXPENSES



- 42% Promoting Social Progress
- 35% Creating Economic Opportunités
- 12% Strengthening Communities and Civil Society
- 8% Total Supporting Services
- 3% Responding to Natural Disasters

# BE THE IMPACT

Get involved and make a difference  
at [padf.org/donate](https://padf.org/donate)

## Social Responsibility Programs

With low overhead, transparent management, proven methods and essential relationships, PADF provides an excellent mechanism through which corporations and foundations can address critical needs throughout Latin America and the Caribbean.

## Giving is 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 and we encourage donors to seek tax advice. In other countries, tax laws should be consulted concerning the deductibility of a gift.

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 2017 PADF reached 10.3 million people through sustainable development initiatives in Latin American and Caribbean countries.**



## Connect With Us!

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