

2022-2024

# Strategic Plan



**A hemisphere of  
opportunity. *For all.***





## PADF STRATEGIC PLAN 2022-2024

2022 marks the Pan American Development Foundation's (PADF) 60th anniversary of working with the most vulnerable populations of Latin America and the Caribbean (LAC) in support of our mission to create a hemisphere of opportunity—for all. Our Strategic Plan for 2022-2024 continues our work with increased focus and better processes to achieve greater, more sustainable, and replicable impact.

### Context

According to the United Nations (UN) Economic Commission for Latin America and the Caribbean (ECLAC)<sup>1</sup>, the COVID-19 pandemic remains present, and the crisis worsened the region's long-standing structural problems, pushing 4.7 million people out of the middle class and into vulnerability or poverty in 2020 alone, reversing decades of social gains. The scope and depth of the crisis caused by COVID has resulted in national and international experts calling for a reassessment of the roles of the State, the market, civil society, and foreign assistance to improve equity, livelihoods, prosperity, democracy, and justice in the region.

### The Strategic Plan

The plan outlines PADF's 2022-2024 trajectory, in alignment with the Organization of American States (OAS) mandates, the UN Sustainable Development Goals (SDGs), and the foreign assistance priorities of our donors and host countries. The plan has three building blocks:



The 2022-2024 Strategic Plan leverages PADF's regional presence, experience working in challenging environments, and community-led, integrated responses to complex social, political, and economic challenges. The plan builds off our historic strengths, which, combined with the newly aligned programmatic axes in the Strategic Plan, positions us to partner successfully with specialized and broad-based, for profit and non-profit development organizations, multilaterals, as well as with area and issue specific organizations and companies. It establishes immediate goals and sets the future direction for PADF. Staying true to PADF's mission and vision, the 2022-2024 Strategic Plan identifies our priority areas and includes specific actions to reach our goals.

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<sup>1</sup> "In Latin America and the Caribbean: Fragile and Uneven Economic Recovery Expected, Warns New UN Report," Economic Commission for Latin America and the Caribbean, January 25, 2021, <https://www.cepal.org/en/pressreleases/latin-america-and-caribbean-fragile-and-uneven-economic-recovery-expected-warns-new-un>.

## **Presence & Partnerships — to effectively navigate the context.**

The first pillar of our Strategic Plan focuses on how PADF will leverage existing and new partnerships to effectively navigate the fast-changing context and ensure a sustainable presence in each sub-region. The plan lays out a path to maintain current partners, forge new alliances with select UN agencies and private sector entities, while continuing to explore innovative partnerships and financial models. Specifically, PADF will look to:

*Sustain core/local presence in each LAC sub-region:* As an organization devoted to the LAC region, PADF has built up significant local presence and hemispheric networks over the last six decades. Deep understanding of local issues helps ensure our programming is relevant to the needs of local populations. Over the course of this plan, PADF will ensure that we maintain a multi-project presence in each sub-region across a broad range of technical areas, enabling us to continue the integrated development work necessary for sustainability. We will continue to invest in our staff, developing and strengthening strong local leadership.

*Strengthen PADF thought leadership:* PADF senior leaders will strengthen PADF's position as a thought partner to increase advocacy for effective development solutions for LAC challenges. We have identified technical expertise needed throughout the hemisphere. We will strengthen and establish strategic partnerships with other organizations, think tanks, universities, and others at the local and international level to increase the depth and breadth of our technical knowledge.

*Speak up for the good of the region (communications and advocacy):* Respected for our impartiality and neutrality, PADF's advocacy and external communications efforts will build on PADF's unique strengths and multi thematic knowledge of LAC while aiming to strengthen our standing with key local, regional, and international stakeholders, by communicating our stance on critical issues and continuously sharing our impact and innovative approaches.

## **Purpose & Programs — to achieve sustainable development in the Americas through three core programmatic axes.**

PADF will operate in a changed context in 2022-2024. Under lockdowns and in economic turmoil, illicit economies, gangs, drug cartels, trafficking in persons, gender-based violence, and cybercrimes flourished, exacerbating the vulnerabilities of already at-risk populations and increasing displacement. In countries highly dependent on tourism and in those where more than half the population works in the informal sector, the COVID-19 pandemic hindered access to education and grew unemployment, increasing inequities. Closed and closing societies threatened human rights, access to justice, and political participation. Finally, discrimination, intolerance, and populism grew.

In response to this deteriorating situation, PADF's three-year plan focuses on achieving sustainable development through three core programmatic axes that best align our technical expertise with our purpose and mission as an organization: over the next three years, we will expand our work to address the immediate needs of vulnerable populations, especially those in crisis – those suffering from natural disasters, gender-based violence, at-risk youth, migrants, minorities, LGBTQI+, rural communities, and others; scale our work on job creation and entrepreneurship in closer partnership with the private sector and aligned with green/blue jobs and community resilience approaches; and strengthen our portfolio in support of democracy, rule of law, and justice, while advancing the rights of women and workers, protecting those vulnerable to trafficking in persons, and contributing to security systems, especially anti-corruption, crime and violence prevention, and criminal justice reform.

The second building block focuses on what we are going to do programmatically, why, and where we want to be in three years:



*Address the needs of vulnerable populations:* Over the next three years, PADF will expand its work to reduce vulnerability, address immediate needs, and strengthen coping capabilities of populations affected by migration, natural hazards, and complex humanitarian emergencies (CHE). During this period, the region will continue to face the urgent humanitarian impacts of the COVID-19 pandemic and the call for inclusive and sustainable recovery. While the pandemic has affected all citizens, vulnerable groups face elevated risks, including women; ethnic, religious, or other minorities; the elderly; persons with disabilities; LGBTQI+; and migrants.

Furthermore, PADF will strengthen capacities to manage and respond to future risks through early warning systems, practices, and tools that improve natural hazard preparedness, mitigation, and response. PADF will amplify its ongoing CHE programming to fill gaps in the provision of basic goods and services in coordination with local authorities and civil society. Food assistance programming will be bolstered in the face of emergencies, particularly for vulnerable communities affected by the pandemic. PADF will provide safe shelter and housing assistance for those affected by disasters and CHE, prioritizing victims of gender-based violence, migrants, and other displaced persons. At-risk youth, indigenous, Afro-descendent, LGBTQI+, and migrant children and adolescents will receive support to ensure their successful matriculation and retention in school. PADF will work closely with local health authorities to mitigate the spread of communicable diseases, pandemic outbreaks, and other infections through education, promoting equitable vaccine access, and preventative and primary care services, including for those with irregular migration status, chronic conditions, and pregnant or lactating women.

PADF will build on its robust programming for vulnerable populations in South America and the Caribbean and expand programming in Central America and Mexico for women, migrants, unaccompanied minors, LGBTQI+ persons, and victims of violence.

*Promote sustainable livelihoods:* Promoting sustainable livelihoods is an essential goal of our work throughout the hemisphere. It is especially vital in areas facing significant un- and under-employment, vast migration flows, and the effects of climate change. Over the next three years, PADF will seek to help

people acquire the means to support themselves and their families with dignity, and be self-reliant in socially, financially, and environmentally sustainable ways. These solutions are vital to addressing the root causes of migration, crime, and climate change, and will help the region recover from the economic devastation of COVID-19 in sustainable ways.

PADF will focus on the relationships between people, production, and planet to achieve sustainable and inclusive growth. Specifically, PADF will increase access to education and training for employability for migrant children, children trafficked for labor, and at-risk youth. PADF will also expand its STEM Americas program in science, technology, engineering, and math education. We will work with the private sector and corporate donors to train teachers in STEM subjects and teaching methods – especially online resources – to reach more students with a focus on girls, vulnerable populations, and migrants. PADF will focus on vulnerable populations to reskill and upskill those entering or already in the workforce to help them secure new jobs or start businesses and partner with private firms, financial intermediaries, and the public sector to promote an enabling environment for inclusive hiring.

Understanding the need for increased entrepreneurship activities in the aftermath of COVID-19, PADF will focus on supporting micro, small, and medium-sized enterprises (MSMEs) that are responsible for more than 60% of jobs created. We will expand our work promoting entrepreneurship to help local start-ups get off the ground and support their growth with access to capital, business support services, business advisory services, and new markets. We will promote inclusive entrepreneurial ecosystems, focusing on national, regional, and international linkages. PADF will focus on those small and growing businesses with business models and products that address key development priorities such as food security, gender equity, climate-smart agriculture, blue and green economies, renewable energy, business resilience, financial inclusion, and environmental sustainability.

Finally, PADF will support the environment by expanding work in blue, green, and circular economies and nature-based solutions. We will seek to sustain and replicate successes in sustainable agriculture, forestry, and ocean-based economic activities (fisheries, tourism, etc.), extractive sector transparency, and renewable energy sectors, while promoting ecosystem-based adaptation and community resilience.

*Advance rights and justice:* Over the next three years, PADF will advance inclusive and accountable governance systems and processes throughout the region, prioritizing Mexico and the Northern Triangle, the Caribbean, and the Andean countries in South America. PADF will build on its knowledge and understanding of the context, as well as its strong networks throughout the region built on its 60-year track record of working with civil society organizations, human rights defenders, journalists, community groups, public sector officials, and institutions to promote an enabling environment for the protection of human rights and the rule of law. This is increasingly important as the trend toward the closing of civic space will likely continue throughout the region, threatening democratic space as well as human rights. Additionally, illicit economies are expanding, and law enforcement and justice sector agencies will experience significant challenges responding to the everchanging ways in which criminal groups operate.

Specifically, PADF will prioritize expanding upon ongoing initiatives to defend fundamental freedoms (press, expression, association, etc.), strengthen civil society, build anti-corruption capacities, prevent or address crime and violence and migration flows caused by the effects of criminal groups, address the needs of victims of violence, and promote access to justice. We will expand our work in labor rights and human trafficking where PADF can increasingly leverage its holistic approaches and multi-stakeholder work to protect and address the grievances of the most vulnerable populations. We will reinforce and innovate in our signature work on strengthening civil society in order to inform the public, and promote human rights and just political participation. PADF will support local efforts to build inclusive, effective, and accountable institutions that respond to the needs of citizens by upholding the rule of law, combating corruption, and promoting citizen security to increase rights and promote justice throughout the region.

Finally, PADF will support the defense of democratic spaces and human rights, as well as the use of mechanisms for the peaceful resolution of conflict and advancement of social cohesion with special attention to women, LGBTQI+ individuals, youth, ethnic and racial minorities, and other marginalized groups.

### **Productivity & Processes — to improve the way we work.**

The Strategic Plan drives PADF hemispheric management systems toward more efficient use and integration of headquarters and country operations. It strengthens organizational resources and reduces risks by expanding talent development programs and harmonizing talent management systems, strengthening organization-wide risk management, and upgrading digital systems and technologies. It improves our organizational learning and technical leadership, enhancing our ability to adapt and respond quickly and nimbly. Throughout 2022-2024, PADF will continue standardizing operations and strengthening systems to achieve the following objectives:

*Seamless digital connection throughout the hemisphere:* Key financial investments will be directed toward embedding sustainable technology that advances transparency, cross-thematic and cross-regional collaboration, fosters innovation, reusability, and scalability, and enables analytics—all while continuing to protect the organization’s cybersecurity. Our vision for this Strategic Plan period is one where all PADF offices are seamlessly connected and collaborating.

*Develop and increase integration of PADF’s people across the hemisphere:* Skilled, committed, and mission-driven people are PADF’s key asset. Under this Strategic Plan, PADF will seek to systematically engage the experience, wisdom, and creativity of talent across the organization to serve our mission. PADF will promote strategic investments in our people and their development, and in the processes and policies to support them in their work. We will prioritize our investments in finding and retaining people based on the goals outlined in this Strategic Plan. We will also work toward ensuring PADF’s sustainability by specifically focusing on building leadership skills within mid-level career professionals and engaging in succession planning for senior leadership.

*Become a more innovative, learning organization:* Organizational learning is vital for continued success and impact, especially in an environment of ongoing disruptions and change. PADF’s learning agenda is a continuum. It begins and ends with what we learn and the evidence we gather about effective tools and approaches during the implementation of activities. These lessons are fed into the design of new activities where interventions are further field tested and improved, resulting in a refined tool or approach that can be shared, scaled up, and used in future work.

PADF has always been a natural learning organization, sharing tools and approaches across and within regions and thematic areas. The work of the communities of practice has increased cross collaboration, learning, and sharing. Through more structured learning agendas, PADF will increase the capture and sharing of information about evidence-based tools and approaches used across the organization in different contexts. These learning agendas and their related products will form an accessible repository of knowledge on what works and in what context so that they can be scaled up and/or fed into new project development and implementation.

*Strengthen PADF’s ability to measure impact:* During this Strategic Plan, PADF will focus on strengthening tools to measure results and impact across the whole organization in a more systematic way, while sustaining and building on existing monitoring and evaluation. The graph below shows PADF’s cross-cutting and goal specific collective indicators and their links to the SDGs.



SUSTAINABLE DEVELOPMENT GOALS		CROSS-CUTTING INDICATORS	SDG
1 NO POVERTY	10 REDUCED INEQUALITIES	Individuals trained	
2 ZERO HUNGER	11 SUSTAINABLE CITIES AND COMMUNITIES	Individuals reached through communications and awareness-raising activities	
3 GOOD HEALTH AND WELL-BEING	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Individuals participating in non-training activities	16 17
4 QUALITY EDUCATION	13 CLIMATE ACTION	Products and methodologies developed	
5 GENDER EQUALITY	14 LIFE BELOW WATER	Organizations and institutions supported	4 8 10 17
6 CLEAN WATER AND SANITATION	15 LIFE ON LAND	Ethical policies and norms implemented by institutions or organizations	4 6 7 8 10 12 14 15 17
7 AFFORDABLE AND CLEAN ENERGY	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	Actions implemented to promote gender equality and the rights of women	5
8 DECENT WORK AND ECONOMIC GROWTH	17 PARTNERSHIPS FOR THE GOALS	Metric tons of carbon dioxide equivalent (MTCO2e) mitigated	7 13 14 15
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	All Sustainable Development Goals		
		VULNERABLE POPULATIONS	SDG
		Individuals from vulnerable populations receiving assistance	1 11 13
		Facilities better equipped to provide services to vulnerable populations	1 9 11 13
		Institutions with improved capacity to manage future risks to vulnerable populations	1 11 13 16
		Metric tons of food and non-food items distributed to beneficiaries	1 2 13
		Local-level climate change adaptation/resilience plans adopted	11 13
		SUSTAINABLE LIVELIHOODS	SDG
		Individuals supported to access sustainable livelihoods or employment	4 8 10
		Enterprises supported	8 9
		Individuals who participate in incubation and acceleration	4 8 10
		Capital leveraged from the public and private sector	8 10
		Regulations, laws and legislative reforms developed to advance environmental sustainability	12 13 14 15
		Students participating in educational programs	4 17
		RIGHTS AND JUSTICE	SDG
		Reports of human rights violations submitted	16
		Institutions and civil society organizations supported to advance rights and justice	16 17
		Laws and legislative reforms or standard operating protocols developed to advance rights and justice	16 17
		Transparency and accountability mechanisms implemented	16 17

## Conclusion

Over the next three years, PADF's increased focus, clearer alignment, and organization-wide measurement of impact and learning, along with new efficiencies and risk management, will enhance PADF's financial and programmatic strengths. These advances, together with a sustained focus on our key asset—PADF's mission-driven staff—set the stage for the next 60 years of work to create a hemisphere of opportunities for all.