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PADF

PAN AMERICAN DEVELOPMENT FOUNDATION

STEADFAST IN CHALLENGE, SMART IN CHANGE

Delivering Impact Where It's Hardest,
and Innovation Where It's Needed Most

Annual Report 2025



Across the Americas, the strength of a society is measured not only by its institutions, but by the threads that bind its people together, trust, opportunity, resilience, and shared purpose. At the Pan American Development Foundation, we work alongside communities, governments, and partners to help weave those threads into something stronger and more enduring.

Each program, each partnership, each life impacted becomes part of a broader fabric, one that holds firm in moments of strain and adapts in times of change. This report reflects how, together, we are helping shape a hemisphere where that fabric is stronger, safer, and more prosperous, built to last.





A Year Defined by Pressure and Performance

ANNUAL REPORT





Dear Friends and Partners,

The past year tested how organizations respond to rapidly changing conditions. Disruptions struck funding flows, constraints limited programs, and migration patterns shifted across the hemisphere. In this context, **PADF** chose to prioritize its efforts rather than retreat. We remained transparent about what changed and why, and stayed anchored to what matters most: delivering stability and opportunity in environments where strain affects both.

Despite constraints, **PADF** protected core outcomes in security, migration, labor, and economic stability. We adapted our approaches, sharpened our priorities, and continued to deliver results where failure carries real consequences. These challenges did not weaken our mission; they clarified it and reinforced our responsibility to operate with discipline, credibility, and purpose.

This year also sparked a moment of reinvention. We launched the Phoenix Task Force, bringing together staff from across the organization to confront our most pressing challenges and identify creative solutions. The turnaround was immediate and energizing. We're testing new approaches, expanding partnerships, and turning small ideas into meaningful opportunities for growth. It was a reminder that **PADF's** greatest strength lies in the collective intelligence and commitment of its people.

Pressure shaped this year, but it did not limit our progress. This Annual Report shows how strong partnerships, strategic adjustments, and shared commitment turned challenges into opportunities. As we look ahead, we do so with clarity, confidence, and an unwavering focus on creating opportunities *for all*.

Katie Taylor

Executive Director



Impact That Starts With People

This year, PADF reached **3,393,565 individuals**, supported **625 organizations and institutions**, and fostered **242 partnerships with local organizations**. Behind every number is a person, a family, a community, and often a moment of urgent need. Our impact is measured not only by the scale of what we deliver, but by the change people experience: greater stability, stronger institutions, safer communities, and new opportunities to grow and thrive.



Saving Lives

Delivering help when it matters most

221,032 people received lifesaving assistance
2,991 metric tons of lifesaving items distributed
91,627 individuals received food assistance
21,618 individuals received health assistance

From food and health assistance to essential supplies, PADF helps communities meet urgent needs while laying the foundation for recovery, resilience, and dignity.



Promoting Economic Growth

Expanding opportunity and mobilizing prosperity

50,149

individuals directly supported
through economic growth programming

9,314

individuals supported to access sustainable
livelihoods or employment

1,106

enterprises supported
through incubation and acceleration

USD 382M

in public and private capital mobilized



PADF's economic growth work helps people, entrepreneurs, and communities move from survival to opportunity, strengthening livelihoods, supporting businesses, and unlocking investment that fuels long-term prosperity.



Advancing Security and Rule of Law

Strengthening justice, disrupting crime,
protecting communities

Key institutional results included:

60,430

individuals directly supported
through security and rule of law
programming

9,206

participants trained
in security and rule of law

851

employers engaged
to improve labor practices

8

security plans developed
and approved
across high-risk municipalities

PADF worked with institutions and communities to strengthen public safety, improve labor practices, and confront organized crime through practical, measurable action.

USD 51M

in assets
seized from a dismantled transnational
money laundering network

18

high-value assets frozen
after a weapons seizure expanded into a
financial investigation

USD 242M

in estimated
public losses uncovered through
corruption investigations

10

arrests
linked to high-level corruption networks

27

criminal charges advanced
across multiple investigations

USD 3M+

in illicit financial flows identified

15

asset forfeiture cases opened;
2 first-of-their-kind civil forfeiture
actions filed

The Bigger Picture: Numbers that become change.

Together, these results show the breadth and depth of PADF's work across the hemisphere. Each figure represents more than an output. It represents people receiving critical support, institutions becoming stronger, communities becoming safer, and families gaining the tools to build more secure and prosperous futures.

Operationalizing Justice Against Organized Crime

Strengthening Justice Systems to Confront Transnational Organized Crime



PADF's regional work in 2025 tackled a central challenge in confronting transnational organized crime: turning fragmented intelligence and uneven institutional capacity into coordinated action that protects communities and strengthens public trust. With support from the **U.S. Department of State's Bureau of International Narcotics and Law Enforcement Affairs (INL)**, **PADF** applied an innovative model built on end-to-end justice-chain support—pairing technical assistance, practical tools, and hands-on mentoring to help police, prosecutors, and analysts move more efficiently from investigation to prosecution.

Because these networks operate across borders, disrupting them at their source in the Americas is a direct investment in U.S. national security. By targeting criminal networks that drive violence, forced displacement, and irregular migration, **PADF's** work serves as a critical frontline defense, preventing these threats from reaching U.S. borders.

The result is measurable operational impact: dismantling sophisticated networks while

strengthening institutional capacity where it matters most.

In Ecuador, through the Crime Lab project, PADF helped authorities confront a key challenge: transforming complex financial intelligence into actionable investigations against money laundering networks that fuel violence and corruption. The program introduced an innovative approach combining specialized mentorship with operational case support, enabling investigators to translate analysis into coordinated enforcement action. The results were concrete: the project helped dismantle major laundering structures, securing USD 51 million in assets, disrupting USD 31 million in illicit flows, and facilitating **63 raids** across eight provinces.

In Jamaica, cyber-enabled crime affects everyday people and businesses—from fraud to online exploitation. A major challenge for investigators was keeping pace with rapidly evolving digital evidence and complex cyber investigations. Through CyberJAM 2.0, **PADF** introduced an innovative model centered on embedded technical expertise and real-time mentoring, strengthening digital evidence processing and case development within the **Major Organised Crime & Anti-**

Corruption Agency (MOCA). In 2025, the Cyber Investigation Team carried out 37 operations, made 32 arrests, and filed 27 charges, becoming MOCA's top-performing investigative unit.

In the Dominican Republic, **PADF** addressed persistent coordination gaps that slowed complex financial investigations and weakened public trust. The approach focused on building a structured and innovative model for interagency collaboration and operational workflows, allowing institutions to investigate jointly and act faster. By strengthening coordination and supporting joint action with U.S. counterparts, **PADF** helped trace USD 17 million, open new cases, and accelerate coordinated operational responses.

Across these efforts, **PADF** combined financial analysis, digital forensics, and regional coordination to target organized crime at its core. By strengthening partners' capacity to dismantle these threats locally, we are actively reducing the operational footprint of cartels and cyber syndicates. This demonstrates that stronger, more capable institutions in the Americas are not only essential to regional stability, but a fundamental requirement for keeping the hemisphere safe.

Strengthening Jamaica's Justice and Security Response



Jamaica faces several persistent challenges in tackling complex crime, with investigations increasingly reliant on digital evidence, slow-moving court processes, and communities remaining exposed to recruitment pressures and violence. In 2025, **PADF** addressed these challenges by strengthening system-wide capacities across investigations, justice delivery, and crime prevention.

Through **CyberJAM 2.0**, **PADF** introduced an embedded technical assistance model that strengthened how digital evidence is processed and used to build stronger cases. This digital forensics infrastructure enabled rapid processing of evidence from dozens of seized devices, supporting major cases including a USD 80 million lottery scam and sophisticated phishing campaigns targeting Caribbean financial institutions.

Under the program entitled **Strengthening Jamaica's Criminal Justice Capacity (PROJAM III)**, **PADF** supported the Courts of Jamaica in modernizing case management—an operational shift designed to reduce bottlenecks and improve courtroom efficiency. Differentiated Case Management was introduced in the Gun Courts through workshops and standard operating procedures, while continued support to the Parish Courts

helped **keep backlogs below 3%**. **PADF** also advanced readiness for digital recording of proceedings through assessments, administrative manuals, sensitization sessions, and procurement of equipment to initiate implementation.

In parallel, **PADF** strengthened prevention by applying **CPTED-informed approaches** that promote safer public spaces and community-based protection mechanisms in high-risk areas—reducing youth vulnerability to gang recruitment and reinforcing prevention alongside enforcement and justice efforts.

Overall, these results demonstrate how **PADF** is using operational innovation—through embedded expertise, modernized court workflows, and CPTED-informed prevention—to improve outcomes against complex crime while building public trust and safety.

Building Safer Futures for Ecuador's Youth



Throughout 2025, **PADF** strengthened **Ecuador's** capacity to prevent the recruitment of children and adolescents by criminal groups, advancing safer communities and regional stability.

A central challenge was shifting from fragmented prevention efforts to a coordinated system capable of protecting youth at scale.

Through a close partnership with the **U.S. Embassy in Ecuador** and **INL**, **PADF** helped align national and local partners around youth protection and prevention, introducing a system-building approach grounded in evidence and coordination.

The program supported Ecuador's first national assessment on youth recruitment and helped establish the Committee for the Prevention and Eradication of the Recruitment and Use of Children and Adolescents in Ecuador (COPRUNE)—the country's first inter-institutional coordination mechanism—bringing together 18 government entities to strengthen prevention, protection, and referral pathways. In addition, **PADF** helped establish Ecuador's first Civic Center for Life and Peace in Manta, providing structured services to hundreds of adolescents and piloting a model with potential for replication in other high-risk areas.

PADF also reached more than **4,000 students across 41 schools** with practical recruitment prevention tools, while private-sector partnerships expanded rehabilitation and reintegration pathways.

By investing in recruitment, prevention systems, interagency coordination, and evidence-based services, **PADF** is helping Ecuador protect its youth at scale and sustain community safety gains over time.

Building Professional, Accountable Police Forces Across the Caribbean



With support from INL, **PADF** strengthened Caribbean law enforcement readiness by addressing regional challenges, including inconsistent investigative capacity and gaps in internal accountability that limit effective responses to transnational crime and weaken public confidence. Through the **Better Police Readiness in Caribbean Law Enforcement Organizations (BPRO)** project, **PADF** applied a sustainability-focused approach, building in-country instructor capacity, establishing baselines to identify priority gaps, and strengthening professional standards and accountability alongside operational skills, across the **Dominican Republic, Guyana, Trinidad and Tobago, Jamaica, The Bahamas, Suriname, and Barbados**.

BPRO strengthened sustainable training capacity by preparing more than 140 officers as specialized instructors in advanced crime scene investigation, data-driven policing, and professional standards. Feedback was consistently strong, with Jamaica's forensic institute describing the training as "top-notch."

At the institutional level, **BPRO** supported reform priorities and accountability improvements. In the **Dominican Republic**, the project contributed to presidential security task force discussions and advanced the Police Reform Commissioner's efforts to modernize patrol operations and criminal investigation systems. Across multiple countries, BPRO completed baseline assessments, developed **five specialized training courses**, and deployed technical expertise to reinforce internal accountability functions.

Overall, these efforts advanced more professional, credible policing and improved regional readiness to address transnational crime, cyber threats, gang violence, and corruption.





Dominican Republic: Turning Reform into Results Against Organized Crime

PADF's Anti-Organized Crime and Corruption Program supported the Dominican Republic in translating legal reforms and institutional mandates into coordinated operational action, a key challenge in combating sophisticated organized crime. In close collaboration with the **U.S. Embassy in Santo Domingo's INL section**, **PADF** applied an interoperability-focused model combining technical assistance, shared protocols, targeted training, and operational mentoring to help institutions respond more effectively to complex criminal networks.

A key milestone was the establishment of the Organized Crime Task Force (FTCO), led by the Attorney General's Office, which brought together **nine agencies** and more than **20 full-time** members under shared interoperability protocols. In less than 12 months, the FTCO supported **15 highly complex investigations**, including fentanyl trafficking, terrorism financing, corruption, and money laundering, linked to more than **USD 690 million in illicit assets**, **163 individuals under investigation**, and **84 companies of interest**.

PADF also helped convert new tools into operational results. The Asset Forfeiture Unit launched the country's first **14 investigations** and filed its first **two lawsuits**, while sentencing guidelines were incorporated into the Criminal Procedure Code to promote consistent outcomes and reduce court and prison congestion.

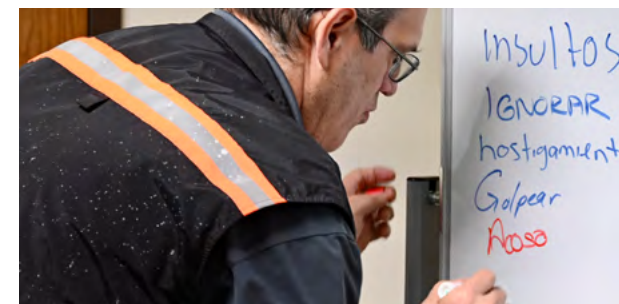
Advancing Fair Labor and Competitiveness in Mexico

In 2025, **PADF** supported **Mexico's** landmark labor reform and USMCA commitments by helping workers, employers and institutions translate new labor standards into fairer workplaces and stronger economic competitiveness.

With support from the **U.S. Department of Labor's Bureau of International Labor Affairs (ILAB)** and the **Labour Program of Employment and Social Development Canada**, **PADF** worked across key export sectors, including automotive, electronics, and aerospace, to strengthen compliance, transparency, and respect for labor rights. Through awareness raising, training, certification, and

technical assistance, **PADF** helped companies move from policy to practice while improving working conditions nationwide.

The impact was both broad and tangible. More than **1,200 companies** have gained tools to comply with labor reform and USMCA requirements, while **2,500 workers and professionals** strengthened their understanding of labor rights. In addition, **330 human resources and legal professionals** completed specialized certification in Labor Justice and USMCA, expanding long-term capacity to uphold fair labor standards across **14 Mexican states**.



By aligning labor rights with productivity and trade competitiveness, **PADF** is helping ensure that Mexico's economic growth is built on fairness, transparency, and dignity—demonstrating that strong labor protections are not a barrier to growth, but a foundation for sustainable development.

Collective Action for Better Jobs in Central America

In 2025, **PADF** strengthened labor rights and working conditions in **Guatemala, El Salvador and Honduras** through the **Accion Colectiva Laboral (ACL)** initiative, which brings together civil society, employers, and governments to build fairer, more resilient labor markets.

With support from **ILAB, ACL** positioned **PADF** as a regional thought leader on labor rights by fostering trust, dialogue, and cross-sector collaboration. Through training, technical assistance, and targeted financial support, **PADF** strengthened civil society organizations while equipping employers to improve due diligence and workplace compliance.

A defining milestone of 2025 was the Regional Good Jobs Summit, hosted by **PADF** in Guatemala, which convened civil society, government

representatives, and the private sector for the first time to develop shared solutions for decent work. The event highlighted U.S. Government contributions in Guatemala and underscored its commitment to a labor market that protects workers, supports businesses, and works in partnership with government.

Over the course of the initiative, **PADF** supported **84 organizations** to enhance their operational and technical capacity and provided technical support to **109 employers** to improve labor practices and compliance across the region. By aligning diverse actors around shared responsibility, **PADF** is helping transform labor markets in Central America, demonstrating that sustainable economic growth depends on cooperation, accountability, and respect for workers' rights.

Advancing Decent Work Across Brazil's Cattle Supply Chain

In 2025, **PADF** strengthened its leadership in the fight against forced labor by addressing one of the most complex challenges in the Amazon: exploitation within the cattle supply chain in **Pará, Brazil**.

With support from the **U.S. Department of State's Office to Monitor and Combat Trafficking in Persons (TIP Office)**, **PADF** combined rigorous research, data-driven risk mapping, and survivor-centered services to address the interconnected risks of forced labor, supply chain vulnerabilities, and illicit economies.

PADF delivered tangible results on the ground. **124 individuals**

received legal, psychosocial, and reintegration support, while **72 companies**, representing more than **600 financial sector leaders**, were trained to strengthen due diligence and reduce labor and environmental risks across supply chains. **PADF** also contributed technical expertise to Brazil's Third National Plan to Eradicate Forced Labor, reinforcing systemic change at the national level.

By aligning government, the private sector, academia, and civil society, **PADF** is helping build a cattle supply chain that protects workers and livelihoods, demonstrating that economic growth and human dignity must advance together.



Managing Migration Through Stability

From Regularization to Integration



In 2025, PADF demonstrated agility and leadership by adapting its flagship migration programming to a rapidly evolving policy environment, while remaining firmly grounded in its mission to support migrants and host communities. As regional and global priorities shifted, presenting new challenges, PADF refined its approach to emphasize access to legal regularization pathways—recognizing lawful status as a cornerstone for stability, protection, and self-reliance. Yet, legal status is more powerful when paired with access to emergency assistance, dignified housing, livelihoods, and community integration. PADF’s migration response addressed all these dimensions, ensuring regularization served as a gateway, not an endpoint, to long-lasting integration. This focus supports migrants in building secure lives in their host countries and contributes to broader efforts to reduce irregular onward migration.

Throughout the year, PADF responded in real time to new policy developments across the Americas, including **Panama’s** launch of a Humanitarian Protection Permit, **Colombia’s** introduction of the *Permiso Especial de Permanencia (PEP)* Tutor for migrant families, and the rollout of **Aruba’s** first-ever registration process for undocumented migrants. **Curaçao** also announced plans to initiate a similar process in 2026 and engaged PADF as a partner. Across these contexts, as well as in **Brazil, The Bahamas, Guyana, and Trinidad and Tobago**, PADF played a leading role in providing legal orientation and assistance, particularly as other international actors scaled back their presence.

In total, PADF reached 52,727 individuals with information on legal pathways and access to basic public services, and directly supported 24,496 migrants to regularize their status. Through this assistance, migrants gained eligibility for essential services, formal employment, and greater security for themselves and their families. PADF’s community-based model—training migrant community members as ‘promoters’ to identify, screen, and refer eligible individuals—proved central to achieving this scale and impact. Governments across the region have increasingly engaged PADF as a trusted partner in the design and implementation of regularization policies, reinforcing PADF’s role as a thought leader in migration governance and a key contributor to collaborative, rights-based solutions. Beyond regularization, PADF also connected 1,956 migrants and host communities to employment opportunities and income-generating activities, and provided emergency food, health, shelter, psychosocial support, and other emergency assistance to 76,761 individuals facing acute humanitarian needs.





Shelter for Indigenous Migrants in Natal

As displacement continues to reshape lives across the region, Indigenous Warao families arriving in **northern Brazil** face layered vulnerabilities—from lack of safe shelter to barriers in accessing documentation, education, and essential services. In the State of Rio Grande do Norte, **PADF** stepped in to ensure that migration does not mean the loss of dignity, identity, or hope.

In August 2025, **PADF** assumed responsibility for shelter services for Indigenous Venezuelan migrants in Natal. **PADF** assumed management of a shelter marked by severe overcrowding and unsanitary conditions, without an established relationship with the community it was now serving. In this new operational context, **PADF's** priority was to rapidly build trust with the **86 Indigenous Warao residents**, laying the groundwork for a safe and dignified relocation to two new, culturally adapted shelters designed to promote safety, stability, and collective well-being.

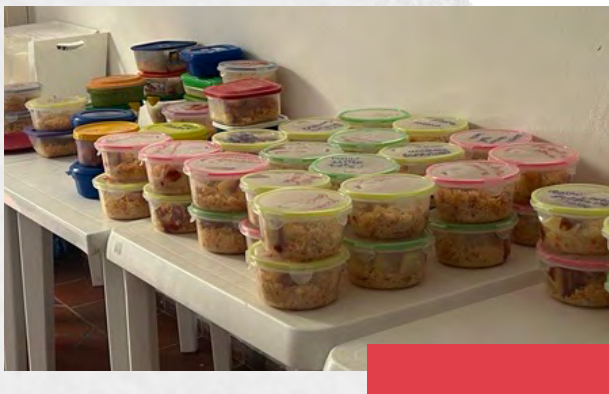
The initiative was developed following a recommendation from **Brazil's Ministry of Social Development** and state authorities. This marked **PADF's** first government-funded initiative in Brazil and reflects growing confidence in its community-centered approach, informed by years of engagement in Operation Welcome, Brazil's national response to Venezuelan migration.

A defining feature of this initiative is its co-governance model, which places community leadership at its heart. Residents actively co-manage their living spaces and chose the names Warao Ajanoko and Ajanoko Yakera Whitu (“A Better Path of Opportunities”) to reflect their collective vision for the future.

PADF has supported all residents in obtaining civil documentation and accessing state services, ensured that all children are enrolled in school, and provided nutritious ingredients and shared cooking spaces that strengthen social bonds and preserve cultural traditions. During this period, **PADF** also supported a pregnant resident through the safe delivery of her baby, Calisso, at a nearby hospital.

Beyond addressing immediate needs, this initiative reflects **PADF's** broader commitment to locally grounded, rights-based migration responses. In close collaboration with Indigenous communities and government partners, **PADF** is supporting pathways toward self-reliance, including access to employment and culturally rooted livelihood opportunities such as traditional artisan jewelry-making. These efforts are laying the foundation for durable integration and long-term inclusion in collaboration with the **Secretaria de Estado do Trabalho, da Habitação e da Assistência Social (SETHAS)**, Government of Rio Grande do Norte.

As migration dynamics continue to evolve, **PADF** remains committed to advancing solutions that center people, respect culture, and transform humanitarian response into lasting opportunity.



Lifesaving food assistance in Cúcuta

In 2025, displacement from Venezuela continued to drive large movements of people into **northeastern Colombia**, with the border city of **Cúcuta** remaining one of the region's most significant, and fragile, entry points for those seeking safety. Migrant families arriving in the area faced overlapping challenges, including persistent political instability in Venezuela, heightened insecurity along border routes, and the presence of non-state armed groups. Many arrived exhausted, undernourished, and in urgent need of food, health care, and basic hygiene support.

The scale, pace, and continuity of these movements posed a persistent challenge: delivering meaningful assistance to a population that was constantly in transit, with limited time for in-depth assessments or follow-up support.

In response, **PADF** and local partners provided more than **118,000 migrants** with hot meals and distributed **1,550 family hygiene kits**, delivering immediate relief to individuals and families arriving with few resources. What made this intervention effective was its use of rapid needs assessments at service points, enabling **PADF** to identify and

prioritize the most vulnerable even within a highly mobile population. Assistance prioritized pregnant and lactating women, newborns, and young children, by providing targeted support including infant formula, diapers, and essential nutritional supplements to protect maternal and child health during a critical period of transition.

Beyond meeting urgent needs, this intervention reflects **PADF's** broader commitment to maintaining a sustained humanitarian presence along key migration corridors. As other programs scaled back or closed in 2025, **PADF's** continued engagement in Cúcuta helped preserve access to assistance at a critical regional crossing—strengthening readiness to respond should conditions in Venezuela further deteriorate and displacement increase.

As migration dynamics along the Venezuela-Colombia border continue to evolve, **PADF** remains committed to delivering timely, people-centered assistance that safeguards health, dignity, and survival at moments of greatest vulnerability.

Emergency Psychological Support for Southbound Returning Migrants in Panama



Emergency psychological support is a critical lifeline for migrants returning south through **Panama's Caribbean coast**, particularly in transit hubs such as Colón, where the cumulative toll of violence, loss, and repeated displacement is acutely visible.

In 2025, as more migrants who had planned to settle in North America began returning south, new psychosocial challenges emerged, adding to the already complex dynamic that **PADF's** mental health team addresses daily. For many, re-entering **Panama** reactivates unresolved trauma from their earlier journey through the Darién Gap, including exposure to life-threatening conditions, violence, sexual exploitation, and prolonged survival stress, often without having had the opportunity to process these experiences.

These challenges are compounded by new risks along the return route, including dangerous sea crossings marked by overcrowded vessels, flooding, and capsizing. Such incidents have triggered panic attacks, acute distress, and

in some cases suicidal ideation among survivors. One migrant, for example, reported being kidnapped in Mexico for 17 days, witnessing sexual abuse, being separated from his wife, and losing all his belongings while returning from the U.S. border to Colombia.

In this context, **PADF's** provision of emergency psychological first aid and crisis intervention has been essential to stabilizing individuals in moments of extreme vulnerability, preventing self-harm, and restoring a sense of safety and dignity. **PADF** responded quickly to shifting migration patterns by establishing a presence in Colón and conducting regular outreach in key locations along the route, including Chiriquí and Panama City, to provide timely support.

By addressing trauma at critical transition points along the return journey, **PADF** helps reduce long-term mental health impacts and ensures that migrants are not forced to endure repeated cycles of unaddressed psychological harm.

Reducing irregular migration starts by expanding lawful options and restoring local absorption capacity.

Purpose That Endures

At **PADF**, I've found a mission that truly mirrors my own values. I deeply believe in what we do because I've seen, firsthand, how our work changes the quality of life for people across the region. What keeps me here is our collective commitment to serving communities with excellence and care, balanced with a constant drive for innovation and the flexibility to meet people where they are.

The moments that stay with me most aren't found in a spreadsheet; they are the voices of the individuals I've met. **Hearing directly from people in Colombia, Guatemala, Honduras, and Haiti about how their lives have been transformed is incredibly powerful. These stories are truly priceless to me.**

I also feel immensely grateful for the people I work alongside every day. My colleagues are dedicated, talented, and genuinely believe in our shared purpose. It is their passion that gives me so much hope for the future. Knowing we are all committed to creating opportunities for everyone makes me confident that our impact will only continue to grow.



Sandra Perez

Director of External Relations.
PADF Staff Since 2000

Turning Stability into Productivity

Private Sector Partnerships for Economic Growth



Since 2023, **PADF** has implemented a multi-year initiative in Panama and Costa Rica to strengthen local economies and expand access to sustainable employment in underserved communities. Focused on small business development, workforce readiness, and high-growth sectors such as tourism and services, the initiative helps create pathways to inclusive economic participation and long-term resilience.

In 2025, **PADF** intensified its engagement with the private sector and strengthened opportunities to expand trade and commercial ties with the United States. Working alongside businesses and industry leaders, **PADF** aligned workforce development efforts with real labor market demand while supporting sectors of shared economic interest.

In Costa Rica, **PADF** and its partner, Aliarse, established strategic partnerships with companies in the IT, banking, and tourism sectors, including Cargill, Grupo Purdy, Hotel Saranda, Cognizant, and local Chambers of Commerce. These partnerships ensured that

training programs reflected employer-identified skills and gave participants direct exposure to hiring opportunities. Private sector partners actively contributed to implementation through mock interviews, career-readiness workshops, customer service training, and job fairs.

The results demonstrate the impact of this collaborative approach. Across Panama and Costa Rica, **PADF** supported **385 microenterprises**, helping entrepreneurs strengthen their businesses and improve their competitiveness. The initiative enabled **21 businesses to expand access to national, regional, and international markets**, with a particular focus on increasing trade opportunities linked to the United States. **PADF** also equipped workers with practical skills through intensive training programs, delivering more than **51,443 person-hours of workforce development training** and preparing **208 participants through specialized tourism boot camps**, connecting them to one of the region's fastest-growing industries.

Through these efforts, **PADF** is strengthening the links between communities and the private sector, generating jobs, fostering economic growth, and contributing to greater stability in Panama and Costa Rica. At the same time, the initiative is creating new opportunities for U.S. businesses and reinforcing the economic ties that underpin shared prosperity. By building partnerships that respond to evolving market needs, **PADF** continues to advance locally driven solutions that create opportunity, resilience, and lasting economic growth.

Promoting Economic Empowerment through Youth Livelihoods Programming in Trinidad and Tobago

In **Trinidad and Tobago**, many migrant and refugee youth face limited access to formal education, particularly within the public system. Those who age out of alternative programs often encounter legal, educational, and economic barriers that leave them with few pathways to employment or higher education—and little clarity about their future.

With support from the **United Nations High Commissioner for Refugees (UNHCR)**, PADF piloted a program to expand economic empowerment opportunities for these youth. Rather than replicating traditional education models, the program combined English language instruction, business development training, and ongoing mentorship—meeting youth where they are and helping them build on their own ideas and ambitions.

Through this approach, PADF supported **24 youth entrepreneurs** to develop and formalize their businesses and connect with local industries. The program culminated in a business pitch competition, where participants presented their

ideas, and **six winners received tailored toolkits** to help grow their ventures, including support for businesses in areas such as balloon art, digital marketing, and organic juice production.

Reflecting on the experience, one youth entrepreneur shared:

I want to highlight and thank the professors. Their knowledge and dedication nourished our desire for learning. Each one of our businesses should be dedicated to them... The program gives opportunities to youth to learn how to build their own businesses... supporting youth to see towards the future... it helped me envision the future of my business. I started with just an idea of what I wanted, and I ended with the entire base and structure to start my business.



Creating Jobs and Opportunity Through the Private Sector in Haiti

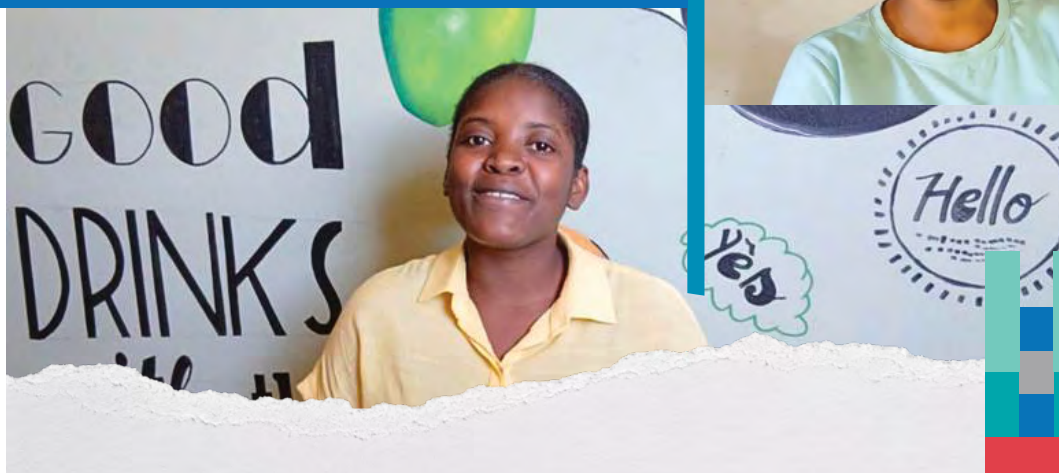
PADF deepened its commitment to inclusive economic growth in Haiti in 2025 by supporting micro, small, and medium enterprises (MSMEs) and unlocking private-sector partnerships that generate jobs, resilience, and long-term opportunity.

Through the **World Bank-funded Private Sector Jobs & Economic Transformation (PSJET)** initiative, PADF focused on empowering entrepreneurs, particularly women and youth, while connecting local businesses to real market demand. Working alongside national institutions and private investors, the program positioned the private sector as a key driver of economic recovery and stability.

These efforts delivered tangible results. **PADF mobilized USD 3.38 million in private capital and supported 122 MSMEs** with grants and technical assistance. Across multiple sectors, this contributed to the creation of **more than 2,956 jobs**, expanding income and stability for Haitian families.

Implementation required navigating a complex operational environment, including delays in the national-level disbursement process. Despite these challenges, PADF adapted to maintain momentum and deliver meaningful outcomes for entrepreneurs and communities.

By strengthening businesses, attracting investment, and creating jobs, PADF is helping build a more resilient and inclusive economy in Haiti, demonstrating that lasting recovery is driven by local enterprises and shared opportunities.





Empowering Women Entrepreneurs to Drive Economic Growth in Haiti

In 2025, **PADF Haiti** put women entrepreneurs at the center of its work, expanding access to finance and strengthening their businesses to help unlock new opportunities and drive economic growth in their communities.

With funding from the **Taiwan International Cooperation and Development Fund (Taiwan ICDF)**, PADF tackled one of the biggest barriers facing Haitian women entrepreneurs: limited access to affordable credit. Through partnerships with local financial institutions, the program made financing more accessible while strengthening business capacity and peer support. This included more favorable lending conditions, early follow-up, ongoing technical support, and regular engagement with partners to encourage repayment. These efforts helped women grow their enterprises and build greater economic independence.

Strong demand for financing reflected the high level of interest from women entrepreneurs. PADF responded by expanding access to credit while working closely with local partners and maintaining strong repayment performance. Partnerships with local cooperatives were key to reaching women beyond Port-au-Prince, including in underserved communities.

The results were both financial and transformational. **PADF facilitated USD 2.3 million in loans to 478 women-led businesses** across commerce, services, and production. These investments helped increase incomes, create jobs, and improve economic stability for women and their communities.

By combining access to finance with practical support and strong local partnerships, PADF is helping women entrepreneurs turn ambition into opportunity.

Her Business, Her Future: Building Resilience in Haiti



In 2025, **Haiti** continued to grapple with severe economic instability, compounded by escalating gang violence that has exacerbated poverty and hindered access to essential resources. MSMEs, which are crucial for job creation and economic stability, face significant barriers, especially for women entrepreneurs who struggle with limited access to finance and business support.

In response, **PADF** implemented the **Women Entrepreneurship Program**, funded by **LDS Charities**, to support women in starting or sustaining small businesses. Through grants, microloans, business training, and mentorship, the program helped women enhance their economic independence while contributing to long-term growth and gender equality in Haiti.

For participants like Nava Betilia Courtois of Courtoisie Dépôt, the impact is deeply personal:

As a woman, being financially independent changes everything. It brings respect, security, and dignity. Every woman should have a business, something that allows her to stand on her own two feet and face life with confidence.

Despite ongoing security challenges, **PADF** ensured continued support to participants through a flexible and adaptive approach. As a result, the program delivered meaningful impact, with 152 women entrepreneurs receiving financial support and training to grow their businesses and improve stability for their families. These efforts have laid the groundwork for greater economic resilience and expanded opportunities for women entrepreneurs in Haiti.

From Local Action to Regional Impact: Expanding Resilience Across the Caribbean

In 2025, with support from **The Coca-Cola Foundation (TCCF)**, **PADF** advanced recycling efforts in Haiti despite ongoing challenges such as gang violence, workforce shortages, and high fuel costs.

The **Circular Systems for a Sustainable Future** program strengthened how waste is collected and reused, helping create safer and more reliable systems while supporting small recycling businesses and increasing demand for recycled materials. **PADF** leveraged data-driven tools, including drone mapping technology, to identify pollution hotspots and better guide its work where it was needed most.

Activities included training, providing equipment, offering small loans, and launching the Ayiti Recycling Innovation Accelerator, a program that provided seven selected recycling businesses with funding, training, and technical support to help them grow and strengthen Haiti's recycling sector.

The program turned plastic waste into opportunity. In 2025, **PADF** trained 596 waste collectors,

helped collect **2,311 tons of plastic waste**, and supported the transformation of **750 tons of plastic** into new products. Participants also gained skills in areas such as entrepreneurship, leadership, marketing, and financial management, helping them build stronger businesses and create value from recycled materials.

Building on these results, PADF and TCCF launched the **Caribbean Plastics Recycling Project** at the end of 2025, to strengthen recycling systems across **Grenada, Suriname, St. Vincent and the Grenadines, Trinidad and Tobago, and The Bahamas**. This partnership highlights PADF and TCCF's shared commitment to turning challenges into opportunity and creating lasting impact across the region.



Strengthening Food Security Through Urban Gardening in Haiti

Haiti continues to face a severe food security crisis, with nearly half the population experiencing high levels of acute hunger. Widespread insecurity, economic instability, and climate shocks further compound these challenges, particularly in urban and peri-urban areas.

In response, the **Urban Gardening Program**, funded by **The Church of Jesus Christ of Latter-day Saints (LDS)** Charities and implemented by **PADF**, supported **1,000 households** in southern Haiti to improve food security through biointensive urban gardening. Biointensive gardening enables families to grow nutritious vegetables in limited spaces. The program also integrated nutrition training and the traditional Konbit method, a Haitian model of collective work rooted in collaboration, knowledge sharing, and mutual support.

A partnership with **AIDONIC**, a Swiss social technology enterprise, further strengthened how support was delivered. Through the AIDONIC platform, **PADF** sent digital vouchers via SMS, allowing beneficiaries to securely access agricultural tools and seeds using their mobile phones. The system also enabled real-time tracking and clear documentation of each distribution, helping ensure accountability and transparency throughout the process.

PADF maximized impact by combining local traditions like Konbit with technological innovation. By the end of the program, 925 household gardens had been established, supporting immediate food needs and long-term self-reliance.

Participant Sainvil Paul Maxo shared how the program impacted his daily life:

The garden turned out great, and now I've started selling produce. I can make a little notebook of my earnings, buy a small animal, feed my household, and even save a little. It's clearly helping farmers move forward.



From Immediate Relief to Lasting Resilience in Haiti

PADF supported vulnerable communities in Haiti by helping families meet their basic needs and strengthen their resilience. With support from the **Inter-American Development Bank (IDB)** in 2025, PADF implemented conditional cash transfers and cash-for-work programs, providing income to vulnerable families in exchange for participation in community activities, helping them afford food and other essential needs.

Security challenges, particularly restricted mobility and transportation disruptions caused by armed groups, significantly affected the delivery of materials and supplies, increasing costs, delaying timelines, and putting pressure on maintaining quality standards. To reduce the impact of these constraints, the program introduced mobile payment systems to process 99% of payroll, helping ensure safe and efficient delivery of funds in a challenging environment. Through training, awareness campaigns, and ongoing support, beneficiaries were able to open accounts, manage transactions, and use funds effectively. This also contributed to greater financial inclusion and equipped participants with practical skills beyond the project.



The impact was both direct and widespread. More than **1,100 individuals** benefited from the initiative, with **406 jobs created** through community-based activities that strengthened local infrastructure and livelihoods. An additional **2,000 people** benefited indirectly, as increased income, improved skills, and local investment generated positive ripple effects across communities.

By combining income support, access to essential services, and community-based activities, PADF is helping Haitian communities move beyond crisis response. The initiative also supports stronger systems for identifying and reaching vulnerable populations, ensuring that assistance is directed where it is needed most. Together, these efforts help restore dignity, strengthen resilience, and lay the foundation for sustainable recovery.

Strengthening Climate Resilience Through Nature-Based Solutions in Haiti

PADF advanced climate resilience in **Haiti** in 2025 by scaling nature-based solutions that protect ecosystems while strengthening the livelihoods of coastal communities.

With support from the **Caribbean Biodiversity Fund (CBF)** and financing from the **International Climate Initiative (IKI)** and the German state-owned development bank, **Kreditanstalt für Wiederaufbau (KfW)**, PADF implemented initiatives focused on mangrove restoration, reforestation, and sustainable land management, helping communities adapt to climate change while safeguarding critical ecosystems.

The impact reached both people and nature. **30,500 mangroves** were planted in La Gonâve and **15,000 mangroves** in Acul Bay. Additionally, **204 individuals** in La Gonâve and **154 individuals** in Acul Bay were trained in climate adaptation practices, while **95 hectares of land** were restored and protected in La Gonâve and **142 hectares** in Acul Bay.

Implementation required overcoming key challenges, including weak environmental governance frameworks and resistance to adopting sustainable practices in some communities. PADF responded through a flexible, locally grounded approach, working closely with municipal authorities and community stakeholders to sustain engagement and adapt solutions to local realities.

By **combining ecosystem restoration** with community-led stewardship, PADF is helping Haiti turn climate challenges into **opportunities for resilience**, demonstrating that environmental protection and sustainable development are strongest when they advance together.



From Informality to Opportunity: Advancing Decent Work in Mexico

In 2025, **PADF** strengthened pathways to economic inclusion in **Mexico** by supporting workers as they transitioned from informal to formal, decent employment, placing labor rights at the center of sustainable development.

With funding from the **European Union**, **PADF** partnered with government institutions, civil society, and the private sector to expand access to labor formalization, skills certification, and rights-based training. This integrated approach enhanced employability while strengthening coordination among key actors, contributing to reduced inequality and improved quality of life.

The impact was concrete and people-centered. **More than 800 workers**, youth, migrants, and domestic workers received training on labor rights and decent work.

Nearly 700 individuals were supported through the formalization process, and 100 participants completed skills certification under the standards of the **Consejo Nacional de Normalización y Certificación de Competencias Laborales**

(**CONOCER**), Mexico's national system for recognizing and certifying job skills based on official occupational competency standards, opening doors to safer jobs and greater economic stability.

By connecting workers to formal employment and reinforcing labor protections, PADF is helping build more inclusive labor markets, demonstrating that decent work is not only a right, but also a pathway to opportunity, dignity, and long-term growth.





Dr. Elizabeth Fox

Chief Program Officer
PADF Staff Since 2018

A Legacy of Learning

I joined PADF because I believed deeply in its mission. I stayed because of what I learned every day from the extraordinary people and programs that define this organization. In my position in technical leadership, I have worked with staff across the region to document and systematize the unique tools and approaches **PADF** applies to the hardest challenges -- saving lives, building resilient economies, and making societies safer and institutions stronger and more secure. **PADF's** secret sauce for success, brewed over 60 years of experience in the region, is indeed remarkable. It has been my privilege to work with teams to capture and bottle the magic ingredients of effective community mobilization, lasting institutional growth, or justice reform, to name but a few. On my first trip back to Colombia, I was thrilled to discover their rich technical archives containing decades of ground-breaking projects and to help them capture and share these across the hemisphere.

As I look ahead to my retirement next year, I remain fully committed to strengthening **PADF's** technical and learning lens as we move into the age of artificial intelligence, using these tools to maximize efficiency, sharpen effectiveness, and ensure that our tools and approaches are both measured, and continuously improved. **PADF** is where I have grown, contributed, and will always believe we truly create opportunities *for all*.

Training
Talent That
Builds Futures

Powering the Future:

Building Latin America's
STEM Talent Pipeline

stem.
americas

for aerospace

 **BOEING**



For nearly a decade, **PADF**, in partnership with **Boeing**, has been expanding equitable access to STEM education across **Latin America** and the **Caribbean** through the **STEM Americas** initiative. By connecting classrooms to real-world industries and emerging technologies, the program is helping prepare the region's next generation of innovators, engineers, and problem-solvers for the future of work.

One of the greatest challenges facing education systems in the region is the gap between traditional classroom learning and the skills demanded by today's technology-driven economy. Many schools, particularly in underserved communities, lack access to modern STEM tools, hands-on experimentation, and exposure to real-world careers in science, technology, engineering, and mathematics. **STEM Americas** addresses this challenge by bringing applied, industry-inspired STEM learning directly into classrooms, empowering educators and students to explore complex scientific concepts through practical, engaging activities.

Innovation is at the heart of the program's approach. **STEM Americas** combines challenge-based learning, low-cost experimentation, robotics, and industry engagement to make

advanced STEM concepts accessible even in low-resource environments. By integrating global competitions, hands-on engineering challenges, and partnerships with industry experts, the program transforms classrooms into spaces where students design, build, and solve real-world problems inspired by fields such as aerospace, sustainability, and emerging technologies.

The results of this decade-long effort are both regional and measurable. Since 2016, **STEM Americas** has reached over **103,385 students** across more than **1,551 schools in 12+ countries**, supported by **10,639 trained educators** who bring hands-on STEM learning into their classrooms. Women and girls have played a central role in this transformation, with **52,199 female students** participating in STEM programming that encourages them to pursue careers in fields where they have historically been underrepresented.

By strengthening education systems, empowering teachers, and inspiring students to imagine themselves as future scientists and engineers, **PADF** and **Boeing** are helping build a more inclusive STEM talent pipeline, one that will drive innovation, economic growth, and opportunity across Latin America and the Caribbean for years to come.



Stewarding a Vision

When **PADF** was founded more than 60 years ago, its goal, as set by our founder, was to become the private sector arm of President Kennedy's Alliance for Progress program. It was an ambitious vision rooted in the belief that the private sector could play an important role in advancing development and improving lives throughout the Hemisphere.

I became involved with **PADF** nearly 40 years ago at the request of the company I represented. At that time, although the mission was inspiring, our ability to execute it was still limited. Compared to today, our programs were small, totaling approximately USD 6 million annually. Most of that work centered on a Tools for Training Program and a Hospital Equipment Program, along with a few USAID-supported initiatives and smaller projects in Haiti and Colombia.

When I was elected President of the Board in my late 30s, I set out to strengthen the Board's governance role and create a sound committee system. I also wanted to help diversify our programs by expanding our reach across the Caribbean, Central America, and South America, while bringing in more private sector members to support **PADF's** original vision.

Over time, and through much debate and many growing pains, **PADF** gradually evolved into the organization it is today. That progress was made possible by strong leadership, especially from Executive Directors John Sanbrailo and Katie Taylor, as well as by dedicated Board members who understood the needs of the Hemisphere. Leaders such as Frank Gomez, Ruth Romero, Luis Ubiñas, Kathy Barkley, and Stephen Donehoo helped shape the organization's growth. Our partnership with the Organization of American States also played an important role in strengthening **PADF**.

My commitment to **PADF** remained strong long after I retired from my company, but it was especially reaffirmed during a Board visit to Colombia several years ago. There, I saw schools we had built for children whose education and family life had been deeply disrupted by guerrilla conflict. These schools gave students access to education while also involving parents in daily school life through cooking, cleaning, and helping run the school. In doing so, the program helped families rebuild a sense of connection and stability after years of separation.

One moment from that trip has stayed with me ever since: a young mother and her daughter sat beside me and, through an interpreter, shared what the program had meant to them. Their words were deeply moving, and I have never forgotten them.

Now, at age 80, having spent nearly half my life on this Board, I look back with gratitude and great satisfaction at all that so many people have helped **PADF** achieve.

Robert McGee

Board Trustee
Former Board President
Trustee since 1980



I feel incredibly grateful to have witnessed this journey and to see the organization stand so strong.



Dear Friends, Partners, and Stakeholders,

This was not an easy year. Funding shifted. Programs were constrained requiring very difficult staff cuts. Migration policies changed faster than programs could follow. Across the hemisphere, the pressures on the communities we serve intensified as did the pressure on PADF.

However, we did not flinch. The organization's talented and experienced leadership team made hard choices about where to focus, they were honest about what we could and couldn't do, and kept delivering where failure would have real consequences – in Ecuador, where our work helped dismantle a USD 51 million money laundering network; in Jamaica, where our cyber investigation team became the top-performing unit in the country's anti-crime agency; in Colombia, where we fed more than 118,000 migrants crossing the border with nothing; and in Haiti, where our teams operated under conditions that would have driven most organizations out entirely.

I've spent a career working in environments where results matter more than rhetoric and what I've found at PADF is an organization that operates the same way. We don't talk about impact in the abstract. We measure it – 3.4 million people reached, USD 51 million in criminal assets seized, 24,496 migrants helped to regularize their status, nearly 3,000 metric tons of lifesaving supplies delivered. These aren't aspirations. They're outcomes.

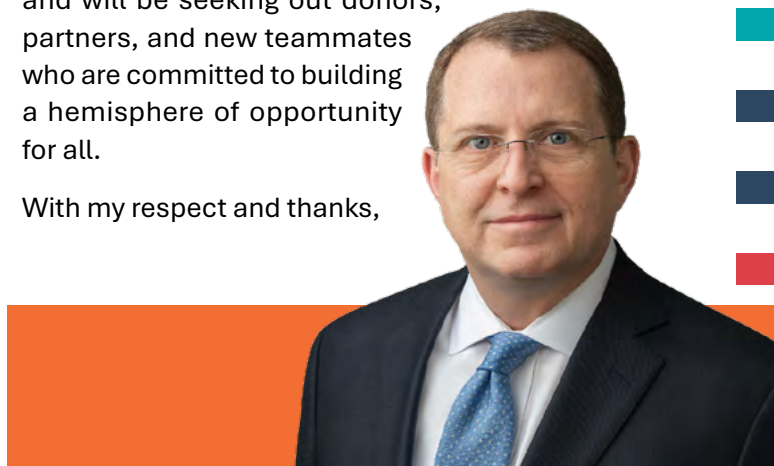
But numbers only tell part of the story. I grew up in Latin America, married into a Colombian family and spent a career working Latin America issues in the US government. I have six grandchildren who will inherit whatever hemisphere we leave behind. PADF's work is personal in ways that go beyond just a board membership. When I look at what PADF does – protecting children from gang recruitment in Ecuador, putting women entrepreneurs on their feet in Haiti, helping indigenous Warao families in Brazil govern themselves – I see the kind of work that changes lives for people in need and lives up to our motto “creating a hemisphere with opportunities for all”.

This year also revealed something important about PADF's character. Under pressure, the organization launched “The Phoenix Task Force”, where teammates from across the organization came together to confront the hardest problems and find creative solutions. The turnaround was immediate. New partnerships. New approaches. Small ideas turned into real opportunities. It reminded me that PADF's greatest assets aren't its programs or budgets, but rather the intelligence, creativity, and commitment of our teammates. I am tremendously proud of our team which is focused on our goals of saving lives, promoting economic growth, and advancing security and the rule of law!

I also want to acknowledge the work of our Trustees who volunteer their time, experience, and relationships to guide the work of the organization. A prime example is Robert McGee, who served on our board for more than four decades. Bob's personal involvement and dedication to PADF and its mission came in part from his experiences visiting in the field with families impacted by PADF's work. Thanks, board members for your continuing dedication and support!

We must be clear eyed as we look ahead. The challenges facing the Americas are not getting simpler, but the PADF team is up to the task and will be seeking out donors, partners, and new teammates who are committed to building a hemisphere of opportunity for all.

With my respect and thanks,



Stephen C. Donehoo

President of the Board of Trustees
Pan American Development Foundation

Partnerships That Endure and Evolve

At **PADF**, we do not operate in isolation. Our ability to deliver in the most demanding environments and adapt quickly to changing conditions stems directly from the strength of our partnerships. We view these alliances not as administrative processes, but as a fundamental driver of our effectiveness and our ability to continue innovating in the face of shifting threats. In regions where others might scale back, PADF stays firmly engaged. This resilience is built on a foundation of trust from local communities, steadfast government support, and dynamic private sector partnerships that consistently deliver results.

This collaborative approach takes shape across the hemisphere through a wide range of impactful initiatives. We are partnering with **Boeing** to advance **STEM education**, an effort that has reached more than 100,000 students and is helping prepare the next generation of innovators. Alongside **TCCF**, we are expanding our shared work in recycling and developing robust blue economies across the Caribbean. Our global alliances are equally vital, with the people of Taiwan investing to expand economic opportunities in **Haiti**. **LDS Charities** is working with us to support similar efforts, helping create lasting, sustainable livelihoods in the country. These efforts

are further complemented by other critical initiatives, including our work in Paraguay to bridge the digital divide through expanded internet connectivity.

Ultimately, the true power of these alliances lies in local ownership. By ensuring that local leaders and residents are the architects of their own progress, we guarantee that our partnerships not only endure the challenges of today but seamlessly evolve to meet the opportunities of tomorrow.



Donors

Public Sector



Government of the United States

Department of Agriculture

Department of Commerce

Department of Labor

Department of State



Government of Colombia

Agencia Nacional de Hidrocarburos (ANH)

Agencia Nacional de Tierras (ANT)

Departamento Administrativo para la Prosperidad Social

Fondo Colombia en Paz

Jurisdicción Especial para la Paz

Ministerio de Justicia y del Derecho

Unidad para la Atención y Reparación Integral a las Víctimas



Government of Brazil

State of Rio Grande do Norte



Government of Canada

Global Affairs Canada (DFATD)



Government of Haiti

Ministry of the Interior and Territorial Collectivities (MICT)

Ministry of the Economy and Finance (MEF)

Fund for Economic and Social Assistance (FAES)



Government of Switzerland

Swiss Agency for Development and Cooperation



Taiwan

Taipei Economic and Cultural Representative Office (TECRO)

International Cooperation and Development Fund (TaiwanICDF)

Multilaterals

European Union

World Bank Group

Inter-American Development Bank (IDB)

United Nations High Commissioner for Refugees (UNHCR)

International Organization for Migration (IOM)

United Nations Educational, Scientific and Cultural Organization (UNESCO)



Private Sector

The Boeing Company (BOEING)

Caribbean Biodiversity Fund

CISCO Systems

Collaborate Up

The Coca-Cola Foundation

Enlaza

Latter Day Saints Charities

Lantern Rescue

PEPSICO

Royal Caribbean Group (RCG)

S&P Global Foundation

The Mitsubishi Foundation

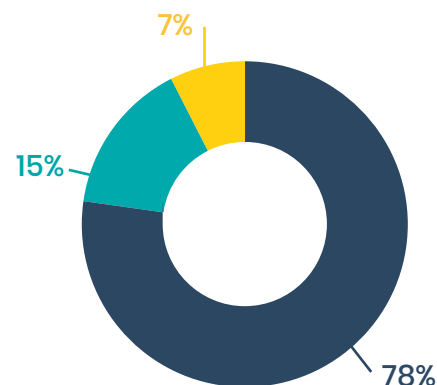


Financials at a Glance

Fiscal Year 2025

Support

Public Sector	\$ 87,985,389	
Multilateral	17,255,148	
Private, Foundations and Other	8,345,030	
Total Support	\$ 113,585,567	



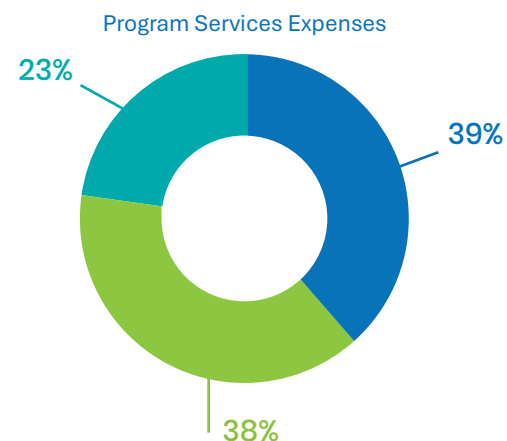
Expenses

Program Services

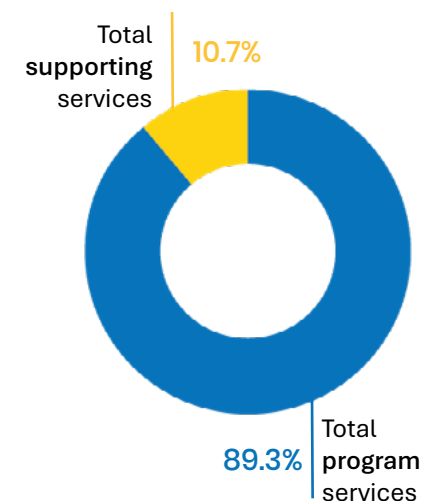
Advance Security and Rule of Law	\$ 38,638,260	
Promote Economic Growth	38,276,051	
Save Lives	22,545,980	
Total Program Services	\$ 99,460,291	

Supporting Services

Management and General	\$ 11,364,025	
Business Development	567,434	
Total Supporting Services	\$ 11,931,459	
Total Expenses	\$111,391,750	



Efficiency



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October 1, 2024 – September 30, 2025

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Secretary General,
Organization of American States

Laura Gil

Vice-Chairman

Assistant Secretary General,
Organization of American States

Elected Board Officers

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Stand with communities across Latin America and the Caribbean.



Donate today.

The Pan American Development Foundation (PADF) believes in creating opportunities, for all. We work across Latin America and the Caribbean to make our region stronger, more healthy, peaceful, just, resilient, and sustainable for current and future generations. For over 60 years, we have served the most vulnerable communities investing resources throughout the hemisphere. We partner with and enable civil society, governments, and the private sector for the greater good of the region.