



# Creating a Hemisphere of Opportunity

**2011 ANNUAL REPORT**



# We **Respect** our Partners and Those We Serve

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

## GUIDING PRINCIPLES

### We Are **Committed** to our Mandate

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

### We **Innovate**

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

### We Act with **Integrity** and Value Dependability

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

### We Strive for **Excellence** in Service

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

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

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

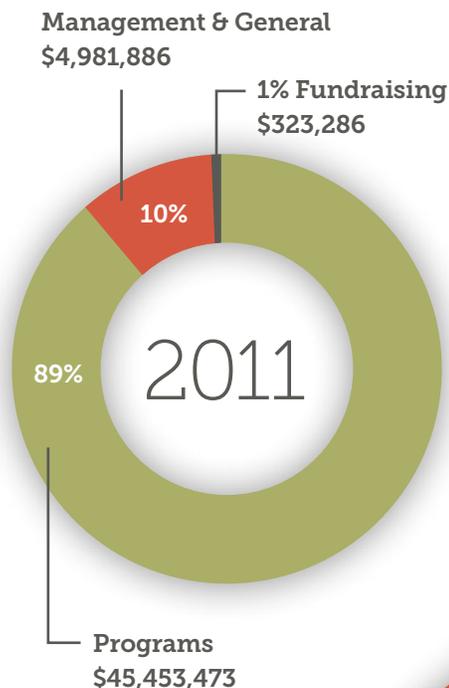
### We Provide **Sustainable** Results

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

## Our Mission

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

## Expenses



## Our Vision

# A Hemisphere of Opportunity for All

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# Partners for Hemispheric Prosperity

The Western Hemisphere has made great strides forward in promoting economic growth, but our region continues to confront challenges of widespread poverty and social exclusion. While there have been significant increases in popular participation, the vision articulated in the Inter-American

## Extending the benefits of democracy and economic development to all the people of the Americas remains a key objective.

Democratic Charter still has not been fully achieved in all countries. As Chairman of the Pan American Development Foundation, I have seen up close the difficulties that many people face each day as they struggle to attain a measure of prosperity in their lifetime—equal access to education and basic services, dignified livelihood opportunities, safety and stability, and increased development.

Extending the benefits of democracy and economic development to all the people of the Americas remains a key objective. As a result, PADF's role as an agent of prosperity for millions of our disadvantaged citizens is more relevant than ever, particularly as the Foundation nears its 50th anniversary. By following our guiding principles we devote our efforts daily to reduce

poverty and inequality, create quality jobs, increase integral development, support democratic values, and protect the basic rights of those who are under threat.

Since its beginnings in 1962 as an instrument of the Alliance for Progress, PADF has had a strategic partnership with the OAS that has successfully integrated our common goals of providing development and disaster assistance to communities across Latin America and the Caribbean. Through innovation, hard work, and a deep commitment to service, PADF systematically continues to show outstanding results in the reduction of socioeconomic disparities, positioning itself as a key hemispheric ally of the OAS and a strong supporter of the Inter-American System. As I look to the future, there is no doubt that PADF will continue to contribute to the generation of increased progress and democratic advances, and strive to extend a better way of life to those who need it most.

I thank the Foundation's many supporters, among them public and private sector partners, individual donors and friends, as well as trustees and staff for their continuing commitment and dedication to serving the millions of women, children, and men whose lives have been improved by PADF programs.

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

## Advancing Opportunities and Prosperity

For nearly half a century, the Pan American Development Foundation has been committed to promoting new opportunities and sustainable development for the most disadvantaged people of the Americas. In 2011, that commitment led us to implement more than \$50 million in programs that touched the lives of 7.5 million people in 23 countries.

Through public-private partnerships, we repaired thousands of quake-damaged homes in Haiti, built an alliance in Mexico to combat human trafficking, helped create new livelihood opportunities for displaced persons and other vulnerable groups in Colombia, strengthened civil society organizations,

in Chile and those impacted by floods in Caribbean Basin countries, to civil society groups in Central America and throughout the region, all have benefited and have contributed to advancing opportunities and prosperity. They symbolize our solidarity with the least fortunate.

As we celebrate another year of accomplishments and look to the future, we also turn to the past to see how far we have come. PADF's successes today are a reflection of the vision that led forward-thinking leaders in 1962 to create a unique partnership between the Organization of American States and private enterprise, with support from the

Inter-American Development Bank and the U.S. Agency for International Development, to better the lives of the hemisphere's most disadvantaged people. The force of that partnership

continues to expand with the growing participation of supporters such as Caterpillar, Royal Caribbean Cruises Ltd., Chevron, Boeing and so many others.

Looking ahead, PADF will continue to strive to reach even more beneficiaries and further expand in the region with support from the OAS and donors, and the dynamic leadership of our Board of Trustees, management, and our headquarters and field staff.

**Maston N. Cunningham**  
President, Board of Trustees

**John A. Sanbrailo**  
Executive Director

### Our vision to create **A Hemisphere of Opportunity for All** remains the driving force behind every program we design and implement.

and distributed much needed medical equipment and tools. We also brought relief to disaster-affected communities and helped them better prepare for and mitigate future disasters.

Today, our vision to create **A Hemisphere of Opportunity for All** remains the driving force behind every program we design and implement. As a result, we empower communities throughout Latin America and the Caribbean by pursuing initiatives that are not only important to them, but that also produce sustainable results and long-term prosperity. From micro entrepreneurs in Colombia, to community development leaders in Haiti, to earthquake victims



## Who We Are

The Pan American Development Foundation was established by the Organization of American States in 1962 as a 501 (c) (3) nonprofit to implement socio-economic development programs and disaster assistance in Latin America and the Caribbean.

For half a century, PADF has proven to be a skilled implementer of innovative programs that address key challenges in the Americas. The Foundation has produced impressive results. For example, during fiscal year 2011 alone, it benefited more than 7.5 million people in 23 countries, reflecting the vision of its founders of demonstrating Inter-American solidarity with the least fortunate.

**Visit [padf.org/about-us](http://padf.org/about-us)**

## How We Work

PADF was organized through an innovative partnership between the OAS and private enterprise with support from the Inter-American Development Bank, the U.S. Agency for International Development (USAID) and corporate and private donors.

- PADF engages community-based groups, non-governmental organizations (NGOs), local governments, and the private sector in the process of designing and implementing appropriate solutions for integral and sustainable development.
- Programs are funded with resources from individuals, corporations, private donors such as the American Red Cross and the Clinton Bush Haiti Fund, multilateral organizations (the World Bank, the United Nations, the Inter-American Development Bank, among others) and national governments who support PADF's work.
- PADF receives in-kind donations from the U.S. government and private sector partners.
- In 2011, PADF's program expenditures totaled more than \$50 million.



# Our Program Areas

Visit [padf.org/programs](http://padf.org/programs)

In keeping with our mission to create A Hemisphere of Opportunity for All, PADF implements highly focused programs that increase development opportunities for millions of people. They are designed to:

## Create Economic Opportunities

- Generating livelihoods for disadvantaged people
- Developing micro, small, medium, and community enterprises
- Supporting agriculture and rural development
- Protecting and conserving the environment
- Implementing public-private partnerships and corporate social responsibility
- Facilitating South-South exchanges and cross-border cooperation

## Promote Social Progress

- Implementing community-driven development
- Improving infrastructure and housing
- Expanding access to technical training and health services through in-kind donations
- Combating trafficking in persons and community-based violence
- Building social capital, resilient communities, and neighborhoods
- Mobilizing diaspora remittances for development

## Strengthen Communities and Civil Society

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

## Respond to Natural Disasters

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

# Where We Work

Visit [padf.org/where-we-work](http://padf.org/where-we-work)

PADF is dedicated to connecting low-income communities in the hemisphere to sustainable development solutions and improved livelihoods. Our initiatives and network of partners, including 23 American Chambers of Commerce and Organization of American States offices throughout the Americas, ensure hemisphere-wide coverage that helps us implement development programs and disaster response activities.

## Mexico

- Facilitated the creation of an alliance between Mexico's government, corporate partners, and civil society groups to **help combat human trafficking and labor exploitation** and raise awareness of the problem within Mexican society

## In-Kind Donations

Provided \$6.5 million worth of medical and hospital equipment, tools and computers to local NGOs operating in **Guatemala, El Salvador, Panama, Colombia, Haiti, Bolivia, Uruguay, Brazil, Peru, and Chile**

## Natural Disaster Response

In support of the OAS, PADF provided relief and recovery assistance to communities in **Brazil, Colombia, Panama, Haiti, and St. Lucia** that were affected by floods, hurricanes, and other natural disasters. In Brazil, PADF mobilized Caterpillar and Royal Caribbean Cruises Ltd. to help flood-affected towns in the State of Rio de Janeiro in January 2011

## Colombia

- Maintained indigenous coffee growing traditions through the **renewal of 155 hectares of coffee** in the Kogi indigenous communities in northern Colombia
- Implemented social, family, and business **strengthening of hundreds of displaced and vulnerable families** in the Tolima Department
- Provided health, education, institutional strengthening, and income generation **opportunities for 400 displaced and vulnerable families** in the Huila Department

## Bolivia

- Led an exchange program that helped indigenous Bolivian leaders travel to Alaska to meet Alaskan Natives to discuss development, culture, traditions, environment, and other issues. The project **benefitted Bolivian indigenous people** and established cooperation linkages with native corporations in Alaska

## Private Sector Engagement

Reached more than 1.9 million people in 21 countries through corporate-funded programs worth \$14.9 million, including human trafficking awareness in **Mexico**, environmental conservation in **Brazil**, economic development among indigenous people in **Colombia**, and home repairs in **Haiti**

## Strengthening of Civil Society

Benefitted more than 2.6 million people by strengthening civil society groups and entrepreneurs; promoting democratic practices, human rights, and civic participation; and supporting human and civil rights in accordance with the Inter-American Democratic Charter



### Haiti

- **Repaired 4,000 homes** with the support of the Office of U.S. Foreign Disaster Assistance, the Clinton Bush Haiti Fund, and Caterpillar
- Signed a **\$51 million agreement** to expand house repairs, support small and medium sized businesses, and strengthen community groups throughout Haiti
- Completed a three-year human rights protection program that **assisted more than 3,500 victims of trafficking** and organized violence, and **reached 3 million persons** through public awareness campaigns

### Brazil

- Supported a community-based ecotourism association in Guaraqueçaba, Paraná, to **increase income generation** for cooperative members and their families, while promoting nature conservation and a sustainable use of natural resources
- **Promoted environmental awareness** among children, teaching them about the flora and fauna native to the endangered Atlantic Forest

# By The Numbers

In fiscal year 2011, PADF provided development opportunities and disaster assistance to more than **7.5 million people** in **23 countries** in Latin America and the Caribbean.

## Strengthening of Civil Society

PADF **benefitted thousands of people** by promoting media freedom, supporting democratic practices, monitoring human rights, and enhancing civic participation, among other actions.

## Community Empowerment

PADF helped **506 beneficiaries** in **Alaska and Bolivia** through an exchange program that promoted dialogue between indigenous groups about development, culture, traditions, environment, and other issues.



## Livelihoods Generation

In Colombia, we **served nearly 112,000 beneficiaries**, many of them from vulnerable populations, through job creation, skills training, youth development, and micro and small business development.

With a \$1.9 million grant from the Colombian government, PADF expanded a program to **help 10,700 displaced persons** and vulnerable families gain access to skills training and technical assistance, and assist micro or family businesses.



## In-Kind Donations

Some **2,179,150 people** benefitted from our in-kind donations program following the distribution of \$6.5 million worth of vocational tools, supplies, and medical equipment to Colombia, Haiti, Guatemala, Bolivia, Uruguay, El Salvador, Panama, Brazil, Peru, and Chile.

## Corporate Partnerships

We secured **\$14.9 million in resources** from corporate partners to implement development initiatives and provide disaster relief.

More than **1.9 million people** in **21 countries** benefitted from corporate-funded initiatives and public-private partnerships.

## Small and Medium Enterprises

We launched a new **\$13 million** cooperative agreement funded primarily by USAID called Leveraging Effective Application of Direct Investments (LEAD) to attract investments in Haitian small and medium enterprises and increase remittances.

## Disaster Recovery and Mitigation

After flooding in Brazil, PADF worked with Caterpillar and Royal Caribbean Cruises Ltd. to provide **12,125 health visits**, plant **3,500 trees and seedlings**, and provide **51,824 assistance visits** by new community brigades.



## South-South Exchanges

PADF signed a **\$1.2 million expansion** of the Government of Colombia's South-South Cooperation Program that provides Colombian technical advisors and training to Caribbean-Central American countries in several areas, including technical training, disaster preparedness and mitigation, food security, nutrition, bilingual education, and academic exchanges.

## Haiti

Our programs in Haiti benefitted some **1,038,600 people** through disaster recovery, community-driven development, human rights promotion, border stabilization initiatives, rural development, and disaster mitigation.

### Infrastructure and Housing Improvement

In Haiti, PADF completed an evaluation of about **412,000 buildings**—nearly every building affected by the 2010 earthquake—by working closely with Haiti's Ministry of Public Works, Transportation and Telecommunications (MTPTC), and Miyamoto International, a seismic engineering firm.

We repaired **4,000 homes** in Port-au-Prince and Léogâne, providing safe housing for about **28,000 people**.

PADF trained **900 Haitian masons** and worked with local contractors to build back better. The repaired walls are now **300 percent stronger** than before the quake.

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

# Create Economic Opportunities

Visit [padf.org/programs](http://padf.org/programs)

**PADF believes that the key to development is self-sufficiency. This is why our programs focus on generating livelihoods and increasing incomes for disadvantaged individuals and families through microenterprise development, skills training, agricultural improvements, natural resource conservation, and expansion of community infrastructure.**

## **Generating Employment for Disadvantaged People**

Employment generation is a priority for PADF. Through our many programs, PADF supports micro and small enterprises development, improves agricultural conditions and techniques, focuses on natural resources conservation, and expands community infrastructure. In all programs, PADF targets the most needy, whether they are impoverished, displaced by civil conflict, or disadvantaged because of economic, racial or ethnic prejudices. PADF works directly with local residents to create sustainable employment through a variety of innovative activities. In addition, PADF focuses on areas that support the necessary conditions for economic growth, such as basic rural infrastructure and the participation of local citizens.

Through a USAID-funded program focused on assisting vulnerable populations, PADF supported 120 displaced Afro-Colombian women living in Barranquilla, in northern Colombia, by helping them create a cooperative called Coopradal. The project helped the cooperative build a small factory that produces typical Afro-Colombian sweets which

are later sold under the cooperative's own Dulafros brand to local supermarkets or on the streets by coop members. Within a short time, the project improved the manufacturing process and working conditions, and increased incomes for beneficiaries.

## **Developing Micro, Small, Medium, and Community Enterprises**

PADF knows that when businesses thrive they create jobs, giving people access to additional income and increased wealth. PADF, therefore, encourages the creation of micro and community enterprises and community solidarity groups as a way to focus on improving the capacity of specific communities, particularly those that are vulnerable such as displaced and disadvantaged people. By providing training, capacity building, and technical assistance, PADF has helped communities implement alternative development, creating new income streams that are contributing to their overall development.



**In Haiti, PADF is attracting investments in local small and medium enterprises (SMEs) through a 4-year \$13 million cooperative agreement funded primarily by USAID.**

The Leveraging Effective Application of Investments (LEAD) program is strengthening the capacity of SMEs to engage in best business practices, and attract foreign investment or Diaspora investments to grow the businesses, create jobs, and generate income. PADF also works with the Haitian Diaspora in the United States and elsewhere to engage them in targeted philanthropic activities, invest in social businesses, and develop innovative ways to use a portion of remittances to further the development impact of these resources locally.

**Supporting Agriculture and Rural Development**

PADF is an acknowledged leader in transferring technical knowledge of agricultural production and marketing, soil and water conservation, agroforestry, natural resources management, and income generation to farm families. PADF's agroforestry programs have worked together with community-based farming organizations to raise the incomes of small

producers through sustainable agricultural practices that promote soil conservation and reforestation.

In northern Colombia's rural Montes de María region, PADF benefitted 400 families, many of them displaced or otherwise vulnerable, through the Sow, Harvest and Dream Again project. This initiative supported the cultivation of more than 100 hectares (247 acres) of passion fruit plants and later the sale of 80 percent of the harvest to Postobón, S.A., one of the largest Colombian beverage companies. It also built 31 nurseries to handle seedling growth, trained more than 150 participants in livestock production, and provided nearly 4,000 laying hens to help improve family incomes.

**Protecting and Conserving the Environment**

Throughout Latin America and the Caribbean, many rural communities rely on forest resources to survive. For them, protecting and conserving the environment are not just good stewardship, they are also a way to preserve their way of living and ensure that their livelihoods will not be affected negatively.

**PADF is seen as a leader** in transferring technical knowledge of agricultural production and marketing, soil and water conservation, agroforestry, natural resources management, and **income generation to farm families.**



In southern coastal Brazil, PADF has worked to preserve the last remaining native areas of the Atlantic Rainforest thanks to funding from Boeing and Royal Caribbean Cruise Lines, Ltd. As a result, this effort has helped to preserve remaining properties with native Araucaria forests through education and partnerships with owners. It has also helped conserve the existing biodiversity in the Brazilian Atlantic Forest, raise awareness among children on their environment surroundings, and support a community-based ecotourism association. This latter program seeks to increase income generation for cooperative members and their families, while promoting continued nature conservation and sustainable use of the area's natural resources.

#### **Implementing Public-Private Partnerships and Corporate Social Responsibility**

True to its original mandate to fuse public and private resources to support hemispheric development, PADF is a leader in the mobilization of corporate and other private sector funding. Each year, PADF works with many corporations interested in investing socially in the region. Innovative models include leveraging significant private contributions to match public funds; implementing commonly defined development and humanitarian initiatives; engaging business networks such as American Chambers of Commerce throughout the region; and partnering with businesses that want to deliver in-kind donations such as equipment, tools, and medical equipment and supplies.

In 2011, PADF secured \$14.9 million in resources from corporate partners to implement development initiatives and provide disaster relief. As a result, more than 1.9 million people benefitted through corporate-funded initiatives and public-private partnerships in 21 countries. Partners included Caterpillar, Boeing, Telefónica, Royal Caribbean Cruises Ltd., Merck, EMC2, Citi, and many others.

In Mexico, for example, PADF played a key role in securing the support of private sector partners Telefonica, MTV, Cinépolis, and EMC2 to build a multi-sector alliance with Mexico's government and civil society groups. The alliance, also with funding from the U.S. Department of State's Office to Monitor and Combat Trafficking in Persons (GTIP), seeks to complement and support existing Mexican government efforts to combat trafficking. The project aims to raise awareness and increase awareness of the problem, particularly among children and young people, and also within Mexican society at-large.

#### **Facilitating South-South Exchanges and Cross-Border Cooperation**

South-South cooperation promotes the exchange of resources, technology, and knowledge among developing nations. PADF and the Organization of American States encourage member states to develop and expand cooperation in areas where they have unique expertise, technical assistance, and training resources.

#### **PADF and the OAS announced a \$1.2 million expansion of Colombia's South-South Cooperation Program,**

allowing PADF to consolidate and strengthen cooperation with Central America and the Caribbean. The program, funded by the Ministry of Foreign Affairs with support from the Presidential Agency for Social Action and International Cooperation (ACCIÓN SOCIAL), provides Colombian technical advisors and training to Caribbean-Central American countries in several areas. They include technical training, natural disaster preparedness and mitigation, food security, nutrition, bilingual education, and academic exchanges. It also works in special regions such as along the Colombia-Panama border.



# Making Sweets, Building a Better Future

Photos: [padf.org/making-sweets](http://padf.org/making-sweets)



**"We were caught in the middle. It was terrible. Some stayed. Some of us left,"** says Rosely Robledo, 29, remembering seven years earlier when her hometown in the Chocó Department was caught amidst a tug of war between armed groups. Rosely left everything behind and became one of the 5.2 million Colombians displaced by the violence. With little education and no support system, she struggled to find work. As an Afro-Colombian woman, she faced the added challenge of discrimination.

After moving north to Barranquilla, she learned about a work cooperative that was being created with the support of PADF, USAID, and a local non-profit group called Organización Social de Comunidades Negras Angela Davis. The cooperative would not only give Rosely and 120 other women the possibility to work, but also a financial stake in the company.

Two years since its founding, the Coopradal cooperative has built a small factory that produces popular sweets which are later sold under the cooperative's own Dulafros brand to local supermarkets or on the streets by coop members. Many members now agree that the project has improved working conditions and increased incomes.

"They have realized that they are businesswomen and owners of the company," says María Herrera Miranda, Coopradal's legal representative. "They are also starting to think that this could eventually help the future of their own children."

Rosely agrees. "As a result of this work," she says, "my children will be able to go to school. I also hope to study one day."

# Promote Social Progress

Visit [padf.org/programs](http://padf.org/programs)

**Strong communities are an essential part of the social fabric—and social progress. They provide a platform on which human development can grow. One of PADF's priorities is to develop programs that integrate private sector partners who can enhance education, health, infrastructure, community development, and other priority needs in impoverished areas.**

## **Implementing Community-Driven Development**

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

In Haiti, where this program has spawned more than 1,000 projects throughout the country, communities have become engines of economic growth. Projects under CDD include improving livestock reproduction, outfitting fishermen with modern equipment, building a poultry production facility, and establishing tailor and artisan workshops, among others.

This year PADF expanded its PRODEP program, a CDD initiative that for seven years has been implemented in close collaboration with Haiti's Bureau for Monetization and with funding from the World Bank.

**The 18-month \$7 million expansion includes executing an additional 175 projects across Haiti, including \$2.1 million for training and technical assistance.**

PRODEP emphasizes development of community productive enterprises that generate employment, a high priority for Haitian development and post-earthquake reconstruction.

## **Improving Infrastructure and Housing**

Good infrastructure plays an important role in the development of communities as it contributes to improved agriculture, education, transportation, health, communications, and disaster mitigation. This is particularly true in disaster areas and rural communities where infrastructure may have been damaged, is often limited, or remains in disrepair.

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

A successful example of PADF's work in this area is our House Repairs program in Haiti, which received \$13.6 million from the American Red Cross, the Clinton Bush Haiti Fund, and the Caterpillar Foundation. These contributions allowed us to expand significantly our efforts to repair earthquake damaged yellow-tagged houses in Léogâne and Port-au-Prince.



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

With the support of a network of partners, among them U.S. medical institutions, public agencies, manufacturers, and universities, PADF's In-Kind Donations Program distributes high-quality new and used medical and dental equipment and supplies to health care institutions throughout the region. It also supports vocational training programs that are designed to help disadvantaged people increase their incomes in order to become self-sufficient. By using donated tools and equipment to complement technical training, PADF enables students of all ages to gain marketable skills, growing the pool of qualified job applicants and improving the training institutions' capacity to teach.

This year, PADF provided \$6.5 million of in-kind donations to Colombia, Haiti, Guatemala, Bolivia, Uruguay, El Salvador, Panama, Brazil, Peru, and Chile.

In Haiti, PADF hired qualified masons and engineers, implemented international building standards, and used high quality local materials to repair thousands of quake-damaged homes.

### **Combating Trafficking in Persons and Community-based Violence**

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



policy design. It also helps to link organizations with government entities that are responsible for implementation of relevant laws to ensure that these are enforced and that citizens have the confidence in the judicial system to report crimes and seek assistance.

### **In Haiti and the Dominican Republic, PADF completed a 3-year, \$9.6 million USAID-funded program called Protecting Human Rights**

**in Haiti** that focused on cross-border trafficking of Haitian children for domestic servitude (*restavèk*) and cross-border trafficking of adults and children. This program helped support trafficking victims, rescue and provide shelter for trafficked children, and repatriate 3,000 Haitians who had been trafficked. PADF has also trained hundreds of government officials and non-governmental organizations charged with monitoring and preventing trafficking of persons, and has strengthened government and civil society groups on advocacy and policy reform.

### **Building Social Capital, Resilient Communities, and Neighborhoods**

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

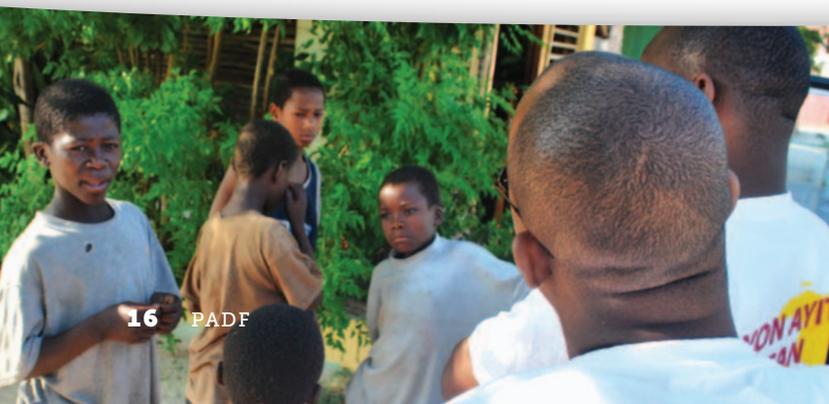
In Haiti, a community-driven development (CDD) program is promoting personal—and community—

self-reliance, while emphasizing transparency and accountability, empowering citizens, and creating more responsive local governments. Besides creating economic opportunities, CDD is strengthening communities by laying the groundwork for local governance and cooperation.

### **Mobilizing Diaspora Remittances for Development**

Diaspora groups are an important source of income for millions of people throughout Latin America and the Caribbean. Since 2002, PADF has worked with such groups to channel funding for transnational development projects in their communities of origin. Through this approach, U.S.-based immigrant groups direct community remittances to projects that generate jobs and raise family incomes back home. In turn, PADF provides training and capacity-building programs for the partner immigrant groups on prioritizing development needs, raising funds, and implementing and evaluating projects they support.

In 2011, PADF secured funding from USAID to implement the Leveraging Application of Direct Investments (LEAD) program in Haiti, a \$13 million cooperative agreement initiative which, among several activities, collaborates with the Haitian Diaspora community living in the U.S. to channel remittances to viable social enterprises and community projects back home, increasing their internal sustainability and external impact. One of the goals of this program is to help identify potential areas of philanthropy in order to improve the impact of remittances by investing a portion in community projects or businesses in order to create new jobs.



**“It was hard to picture the area ever coming back to life,” says Louissaint Toussaint, a local teacher from Port-au-Prince’s Delmas 32 neighborhood. “Everything we owned was destroyed.”**

With 45 percent of its buildings damaged by the earthquake and thousands of casualties, Delmas 32 was undoubtedly among the city’s most damaged neighborhoods. Having worked in that neighborhood since 2007, PADF stepped in to help.

“Our first priority was to get all the stakeholders and all the grassroots groups to work together,” says Kerline Rock, a PADF project director. “We were then able to link them with the municipal government and to facilitate and reinforce the links between local governance and the community. It was a success that is still evident today.”

With strong political will emanating from the Mayor’s office and the newfound dynamism of the civil society, Delmas 32 put itself on the map as an example in recovery and reconstruction initiatives. The neighborhood was the site chosen for the pilot phase of the Ministry of Public Works’ house repairs program, funded by the U.S. Office of Foreign Disaster Assistance and implemented by PADF. Some 3,800 homes were repaired during the course of the year using new anti-seismic techniques.

PADF is working on more house repairs, new residential developments, road improvements, a public market, and a community administrative center with over \$20 million in funding pledged from the World Bank. And the progress is evident.

“If you stood on a hill above, and looked down at the neighborhood today, you might say ‘Well Delmas 32 wasn’t damaged that bad’ but we were! You couldn’t even walk through the streets then,” explains Toussaint. “Today, merchants are selling, houses are being repaired, and children are going to school. There are still a lot of problems here, but when you consider where we’ve been, we are living again.”



## Rebuilding Delmas 32

Photos: [padf.org/rebuilding](http://padf.org/rebuilding)



# Strengthening Communities and Civil Society

Visit [padf.org/programs](http://padf.org/programs)

**PADF believes that addressing the needs of communities through strengthening civil society and increasing citizen participation in municipalities and non-governmental organizations (NGOs) is a fundamental ingredient for a healthy democracy. Since 1962, PADF has successfully developed and strengthened hundreds of community-based groups, NGOs, and municipalities in the region, enhancing their capacity to serve their own communities.**

## **Enhancing Democratic Values and Civic Practices**

PADF promotes the teaching and learning about human rights and democratic values through formal and informal training and activities that engage a

cross-section of the population, among them youth, women, and vulnerable groups. Projects leverage innovative techniques including arts, social media tools, and other interactive opportunities to promote citizen discussion and collaboration. PADF also works to foster professional journalistic practices, promote balanced and objective media coverage of critical issues, develop innovative media outlets, and increase awareness of the importance of the role of a free media.

In 2011, as part of our regional civil society strengthening program, PADF provided assistance to groups in Cuba, Ecuador, Venezuela, and other countries in accordance with our mandate of supporting the Inter-American Democratic Charter.

## **Empowering Civil Society, Communities, and Social Entrepreneurs**

In the Latin America and Caribbean region, PADF is actively strengthening local non-governmental organizations and municipalities by working side by side on all of its projects, whether the focus is on preventing human trafficking, combating human rights abuses, or promoting media freedom. This approach

Displaced Colombians learn storytelling skills so they can better express their community needs and concerns and retain their cultural identity.



PADF partners with businesses that are looking for **innovative, sustainable ways to invest** in local development.



develops leadership and improved local capacity to better address community problems. PADF also trains local leaders in critical areas such as planning, management, fundraising, and citizen participation, and provides technical assistance and other resources. This helps address community problems with greater efficiency, effectiveness and transparency, enabling grassroots democracy to truly be a government by the people.

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

PADF has been a strong supporter of human rights throughout the Western Hemisphere, implementing programs to combat human rights abuses, support victims of violence, and provide opportunities for increased equality to vulnerable groups, including Afro-descendants, indigenous people, and internally displaced persons. By partnering with local non-governmental organizations, strengthening government entities, and raising public awareness, PADF has had a significant impact on women's rights, violence reduction and monitoring, social rights, access to justice, rights of free association, and the rights of historically excluded minorities.

#### **Fostering Participation and a Culture of Lawfulness**

PADF knows that strengthening the social fabric is a key part of achieving a culture of lawfulness. By fostering the participation of families, government officials, law enforcement, and civil society, programs

teach communities that each member has a personal role in creating and overseeing the implementation of the laws, and preventing crime and corruption.

This is why PADF believes in **working with children and youth, because school-based programs have a ripple effect, influencing not only students, but also teachers, parents, local government officials, neighborhood associations, and the community at large.**

#### **Pioneering Innovative Models of Corporate-Civic Engagement**

To better tackle the challenges facing many communities across the Latin America and Caribbean region, PADF partners with businesses that are looking for innovative, sustainable ways to invest in local development. By creating new investment models, PADF and its partners can work together to stimulate job creation, protect the environment, improve social services, and prepare for and respond to natural disasters quickly. PADF also leverages significant private contributions to match public funds. In Colombia, for example, PADF has received significant counterpart contributions from non-public sources, including multinational and national firms such as Coltabaco, Chevron, Citi, Ecopetrol and others to create jobs and provide social services to families displaced by violence.

When possible, PADF also works directly with the private sector, including non-corporate foundations, churches, NGOs, and associations to accomplish commonly defined development and humanitarian initiatives. In Haiti, PADF received \$13.6 million from the American Red Cross, the Clinton Bush Haiti Fund, and the Caterpillar Foundation to repair quake-damaged homes. Elsewhere, telecommunications giant Teléfonica provided funding to implement an anti-human trafficking campaign in Mexico that also drew the support of other private sector partners, including MTV, EMC2, and Cinépolis, the country's largest manager of movie theaters. In Brazil, PADF worked to preserve endangered native areas of the Atlantic Rainforest in southern coastal Brazil thanks to funding from Boeing and Royal Caribbean Cruise Lines, Ltd. In the state of Rio de Janeiro, PADF also partnered with the Caterpillar Foundation and Royal Caribbean Cruise Lines, Ltd. to implement relief aid and recovery activities following heavy flooding in the region.

Another innovative model allows PADF to engage with existing business networks. Under PADF's strategic alliance with the Association of American Chambers of Commerce in Latin America (AACCLA) to provide disaster relief and assistance, PADF liaises with American Chambers of Commerce in many countries. In some instances, local AmChams provide PADF with emergency relief funds to manage on their behalf.

PADF's growing In-Kind Donations Program is also a successful model, as it partners with

businesses and institutions that want to donate equipment as part of their corporate social investing goals. PADF distributes high-quality new and used medical and dental equipment to health care institutions throughout the region. This program also provides tools to support vocational training programs that are designed to help disadvantaged people increase their incomes in order to become self-sufficient. In the past 40 years, PADF has provided more than \$100 million worth of goods—including \$20 million during the past five years, and \$6.5 million in 2011 alone—that have benefitted more than 60 million disadvantaged people.

#### **Supporting the Inter-American Democratic Charter**

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

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

In Haiti, **PADF received \$13.6 million** from the American Red Cross, the Clinton Bush Haiti Fund, and the Caterpillar Foundation to **repair quake-damaged homes.**

**“Migrants are very susceptible to falling victims to this type of crime,” says Luz María Pérez Cabrera, referring to Mexico’s growing human trafficking problem.**

With the backing of a local non-profit organization called Un Mundo Una Nación AC, she runs a shelter for migrants in Pizaco, Tlaxcala state, called *La Sagrada Familia*, the Sacred Family. Located near a set of railroad tracks over which trains carry freight and humans, the shelter is an oasis for the migrants—more than 80 percent of them men—who stop by.

“My journey has been very sad,” says a young woman from Honduras who is three months pregnant. “I’ve been hungry, cold, I’ve also been thirsty. Not too many people will give a glass of water to someone like me.”

Luz María takes them in—tired, hungry, thirsty, mistreated and even injured—and listens to their stories of abuse, their fears and dreams. She and her team also discuss the challenges ahead and the dangers, particularly at the hands of criminal groups who prey on migrants.

“Migrants don’t have a safety net here, so they fall victim to extortion,” says Luz María. “But they don’t denounce these things, because they often have to hide so they don’t attract the attention of local authorities who can deport them.”

Even migrants have rights, she says. This is why she talks to them to ensure that they learn about human rights, about who in Mexico has the authority to stop them, and what kinds of people and organizations they can rely on for help. With support from PADF, the shelter also plans to increase its reach in the community in order to better assist migrants.

“We thank PADF for helping us make this issue more visible and help prevent people from joining groups that could affect the rights of migrants,” says Luz María.



## A Migrant's Oasis

Photos: [padf.org/migrant-oasis](http://padf.org/migrant-oasis)



# Respond to Natural Disasters

Visit [padf.org/programs](http://padf.org/programs)

Latin America and the Caribbean remain highly vulnerable to natural disasters. When they occur, PADF mobilizes corporate and private contributions, as well as public sector grants, to support emergency responses, implement disaster rehabilitation and reconstruction programs, and provide disaster preparedness and mitigation in order to reduce the impact of future disasters.

## Preparing for Disasters

PADF leads the Disaster Management Alliance (DMA), a unique partnership that serves as a vehicle to incorporate the private sector into disaster mitigation, preparedness, and response. With the support of the Association of American Chambers of Commerce in Latin America (AACCLA) and the Association of Contingency Planners (ACP), the Alliance helps establish disaster management and business continuity committees and protocols; facilitate risk and vulnerability reduction initiatives; and offer training and technical assistance.

In 2011, the DMA was represented in various countries in the Americas, including Costa Rica,

Nicaragua, Trinidad and Tobago, Dominican Republic, Guatemala, El Salvador, Honduras, Colombia, and Venezuela.

## Providing Emergency Relief

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



Donations from Caterpillar, Royal Caribbean Cruises Ltd., and private individuals helped 11,852 people in flood-affected Rio de Janeiro state through mud removal, water treatment, basic health assistance, and other activities.

PADF recently responded to the following disasters:

**Brazil**—In flood-affected Rio de Janeiro state, donations from Caterpillar, Royal Caribbean Cruises Ltd., and private individuals helped 11,852 people through mud and debris removal, basic health assistance, drinking water treatment and monitoring, reforestation, and community brigades.

**Colombia**—Partners Chevron and Royal Caribbean Cruises Ltd. provided flood relief assistance that benefitted 3,760 people.

**Haiti**—After Hurricane Tomás, PADF distributed bottled water and water purification supplies to affected residents. With support from IMCA Caterpillar and Royal Caribbean Cruises Ltd., PADF also responded to a cholera epidemic by installing a water filtration system in Gonaïves and educating residents about cholera prevention and treatment.

**Panama**—Chevron support benefitted 2,500 flood-affected residents.

**St. Lucia**—A donation from Chevron helped PADF work with the Soufriere Foundation to repair and refurbish schools damaged by Hurricane Tomás.

### **Assisting Disaster Recovery, Reconstruction, and Mitigation**

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

In Haiti, PADF repaired thousands of quake-damaged homes in Port-au-Prince with funding from USAID/OFDA and prompted other organizations to work with PADF to begin the repairs of additional damaged homes. This project alone resulted in the repairs of 3,850 homes in various neighborhoods in Port-au-Prince, and prompted other organizations to work with PADF to repair 7,400 additional homes.

Building back better in Haiti has been critical in helping communities recover from the devastating 2010 earthquake.



### **Strengthening Community Responses to Natural Disasters**

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

### **Supporting the Inter-American Committee for Natural Disaster Reduction**

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

### **Aiding victims of humanitarian crises**

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



# Mobilizing Community Brigades in Brazil

Photos: [padf.org/brigades](http://padf.org/brigades)



When a deadly combination of floods, mudslides, and landslides struck several towns in Brazil's Rio de Janeiro state in January 2011, Leonardo de Jesus da Silva, a 30-year-old civil servant, didn't know that the tragedy that killed more than 900 people and became one of Brazil's worst weather-related tragedies would also impact him personally, but in a different way.

The disaster prompted PADF to respond through partner Viva Rio, a widely respected local NGO, thanks to donations from the Caterpillar Foundation, Royal Caribbean Cruises, Ltd., and individual donors. These resources helped remove mud and debris, provide basic health assistance to families, treat and monitor drinking water, conduct reforestation efforts, and organize community brigades.

Having lived in Teresópolis, one of the worst affected communities, Leonardo knew well the extent of the devastation. So when the project organized two all-local community brigades, he offered his help and became the leader of a 20-person team. Soon, he was going house-to-house teaching residents about reducing health risks and helping them understand emergency procedures in case of new flooding. He also worked with his team to plant trees to help reduce future erosion.

"We worked together for the common good, to resolve the problems that nature brought upon us, to take what we experienced, which was awful, and make the best out of it, taking pride in both assisting and being assisted," said Leonardo.

As part of the project, Leonardo helped introduce the use of smartphones and Google technology to map homes and pinpoint high flood risk areas. This information could save lives, he says, if there was ever another disaster in this mostly rural and mountainous region.

"If a new emergency or natural disaster were to occur, they are better prepared to resolve a situation. They are now trained to act," he says.



## Hard Hats for Haiti

On September 22, 2011, PADF launched in Miami the Hard Hats for Haiti campaign, a three-year initiative that seeks to raise funds and focus attention on providing safe homes, revitalized neighborhoods, and job opportunities for thousands of vulnerable Haitians.

To join, go to [www.hardhats4haiti.org](http://www.hardhats4haiti.org)

Miami photographer Jordan Zúñiga visited Haiti with PADF to document the lives of everyday Haitians two years after the 2010 quake.

## Building Haiti Back Better

**“We want to rebuild Haiti by implementing PADF’s 3Rs approach: Rebuilding homes, Revitalizing neighborhoods, and Restoring livelihoods (creating jobs) by making sure the people who need the most help really get it,”** said Paul Fisher, Director of

Corporate Partnerships and Development for PADF and campaign coordinator during the event launch at the Little Haiti Cultural Center in Miami.

Fueled by more than \$50 million in investments from the World Bank, USAID, and other donors, including the American Red Cross, the Clinton Bush Haiti Fund, and Caterpillar, the campaign is helping to boost PADF’s efforts to rebuild homes and improve

infrastructure, such as roads, schools, clinics, and water sources, while training and employing thousands of Haitians. Hard Hats for Haiti seeks to raise \$1 million each year from individuals and corporations over the next three years in order to access and implement the \$50 million in funds already committed by PADF’s institutional donors.

“Hard Hats for Haiti provides a unique opportunity for our Miami community to invest in on-the-ground results in Haiti,” said Miami Mayor Tomás Regalado, a campaign supporter.

This campaign, which draws support from partners Caterpillar, Diageo, RIM Blackberry, MTV, CBS4, Miami Magazine, and Social Miami, comes at a crucial time in Haiti’s recovery process as hundreds of thousands of Haitians, among them thousands of children, are still living in unsafe conditions with little options for livelihood opportunities. Although daunting, Haiti’s reality highlights the urgency to build Haiti back better.



“South Floridians are looking for ways to make a difference in Haiti,” said Haiti Consul General Ralph Latortue, who co-hosted the launch event. “Small and large donors alike want their dollars to go directly to the poorest Haitians to move the country forward. Hard Hats for Haiti is an opportunity to do just that.”

**More than 100 business leaders, community activists and neighbors turned out to support the Hard Hats for Haiti campaign launch.** Among them were Miami television anchor, Jawan Strader, of WFOR-TV CBS 4 who hosted a follow-up fundraising event; Reggie Canal of AKSYON who organized “Contemporary Haiti,” a fashion and design fundraising gala held at the Museum of Fine Arts in Boston that benefitted the campaign; and renowned Miami photographer Jordan Zúñiga who traveled to Haiti to photograph PADF’s work on the ground and later

Campaign launch event. (Left to Right): Paul Fisher, PADF; Ralph Latortue, Consul General for Haiti; Pat Santangelo, City of Miami; Daniel O’Neil, PADF; and Mike Ronan, Royal Caribbean Cruises Ltd.



auctioned several of the photographs during Art Basel, the most prestigious annual art show in the Americas, which is held in Miami each year. More than 500 art lovers, collectors, Haiti government officials, local personalities, and other guests supported Hard Hats during the Haiti Art Expo 2011. During the event guests had the opportunity to view a world class exhibit of Haitian art presented by art collector and curator Michele Frisch and original Haitian photography by Jordan Zúñiga. Guests included Mr. Ralph Latortue, Honorary Consul General of Haiti; Anedie Azael, Miss Haiti 2011; and Dee Adames, Bravo TV’s “Shear Genius” winner and celebrity stylist.

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In northern Colombia, PADF helped farmers increase crop production by providing agricultural technical assistance.

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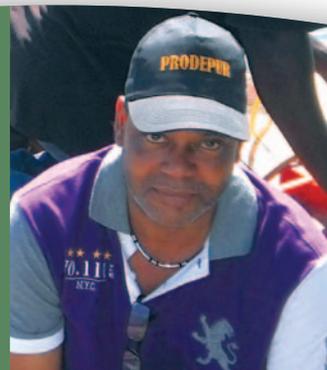
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Chief of Party/Program Director, Haiti  
Emergency Shelter Rehabilitation Project

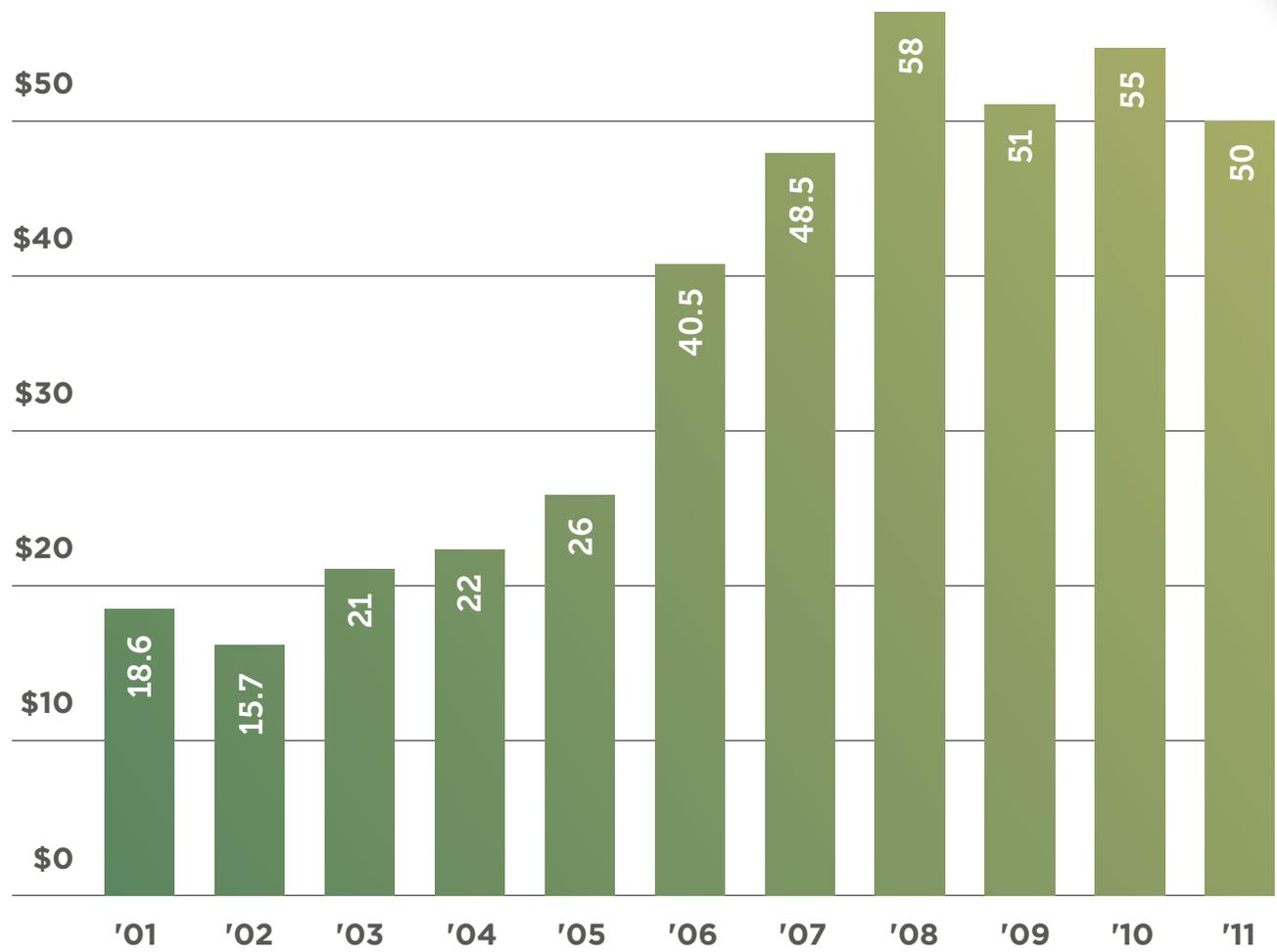
## In Memoriam

Luc Alain Lamour, a dear and respected colleague who worked at our Haiti office, passed away unexpectedly on February 15, 2011 at the age of 46. He had been with PADF since June 1, 2006. A loving father and husband, he was also a committed professional whose dedication made him one of the cornerstones of the PRODEP project. He will be dearly missed by his family, friends and fellow colleagues at PADF.



# Program Reach

2001–2011  
*(in millions of dollars)*



# Financials

## Independent Auditor's Report

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

We have audited the accompanying balance sheet of Pan American Development Foundation (the Foundation) as of September 30, 2011, and the related statements of activities, functional expenses and cash flows for the year then ended. These financial statements are the responsibility of the Foundation's management. Our responsibility is to express an opinion on these financial statements based on our audit. The prior year's summarized comparative information has been derived from the Foundation's 2010 financial statements and, in our report dated March 25, 2011, we expressed an unqualified opinion on those financial statements.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes consideration of internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Foundation's internal control over financial reporting. Accordingly, we express no such opinion. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used

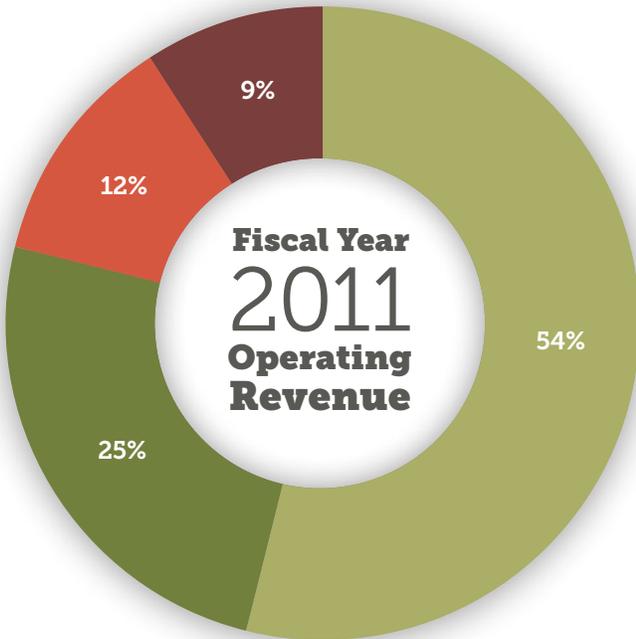
and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the 2011 financial statements referred to above present fairly, in all material respects, the financial position of the Pan American Development Foundation as of September 30, 2011, and the changes in its net assets and its cash flows for the year then ended in conformity with accounting principles generally accepted in the United States of America.

In accordance with Government Auditing Standards, we have also issued a report dated March 22, 2012, on our consideration of the Foundation's internal control over financial reporting and our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with Government Auditing Standards and should be considered in assessing the results of our audit.

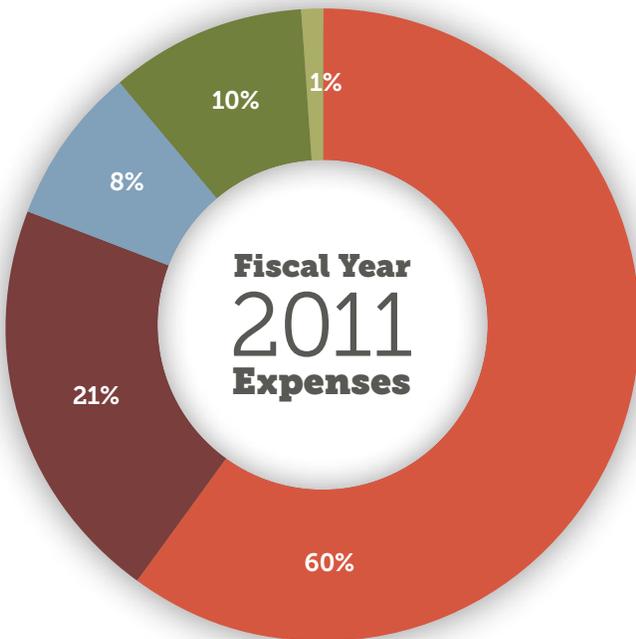
*McGladrey & Pullen, LLP*

Vienna, Virginia  
March 22, 2012



## FY 2011 Operating Revenue

- 54% U.S. Government
- 25% Foreign Government/Public Sector
- 12% In-kind
- 9% Private



## FY 2011 Expenses

- 60% Creating Economic Opportunities and Promoting Social Progress
- 21% Responding to Natural Disasters
- 8% Strengthening Communities & Civil Society
- 10% Management & General
- 1% Development

	2011	2010
	Total	Total
<b>SUPPORT AND REVENUE</b>		
Grants and contributions	\$44,147,760	\$49,712,823
In-kind contributions	\$6,174,666	\$5,753,388
Shipping reimbursables/subsidies	\$109,719	\$168,195
Other income	\$38,306	\$35,933
Net assets released from restrictions:		
Satisfaction of program restrictions	—	—
<b>Total Support and Revenue</b>	<b>\$50,470,451</b>	<b>\$55,670,340</b>
<b>EXPENSES</b>		
<b>Program services:</b>		
Creating Economic Opportunities	30,389,948	34,166,012
Strengthening Communities and Civil Society	4,123,391	3,178,460
Responding to Natural Disasters	10,940,134	12,213,319
<b>Total Program Services</b>	<b>45,453,473</b>	<b>49,557,791</b>
<b>Supporting services</b>		
Management and general	4,981,886	5,451,659
Development	323,286	314,971
<b>Total Supporting Services</b>	<b>5,305,172</b>	<b>5,766,630</b>
<b>Total Expenses</b>	<b>50,758,645</b>	<b>55,324,421</b>
<b>Change in net assets</b>	<b>(288,194)</b>	<b>345,919</b>
<b>NET ASSETS</b>		
Beginning	4,255,332	3,909,413
<b>Ending</b>	<b>\$ 3,967,138</b>	<b>\$ 4,255,332</b>

PADF received unqualified audits for FY 2010 and 2011. PADF is audited annually by the accounting firm McGladrey & Pullen, LLP. Copies of audited financial statements and federal form 990 are available upon request and federal form 990 are available at [padf.org/financials](http://padf.org/financials).

# How to Contribute

## **Your Donations Make a Difference**

From individual donations to corporate partnerships, a range of contribution sources enhances PADF's ability to reach those most in need of support. Government and multilateral donors, foundations, private companies, and people like you are all necessary to facilitate our work throughout the hemisphere.

## **We're an Ideal Mechanism for Social Responsibility Programs**

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

## **We Welcome the Opportunity to Partner with You**

If you are a foundation or an international agency, PADF can help you further your hemispheric objectives through innovative community-based programs. For more information, please call PADF's development office at 202.458.3969 or e-mail [padf-dc@padf.org](mailto:padf-dc@padf.org).

## **Your Contributions are Tax-Deductible**

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

## **Ways to Give to PADF**

### **Online**

Donate online at [www.padf.org/donate](http://www.padf.org/donate)

### **Check or Money Order**

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

### **Planned Giving**

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

### **Other Donations**

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



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Frank Gómez

## Stewardship

At PADF we take pride in our financial efficiency and sound accounting practices. As part of our effort to maximize the value of every dollar we receive, we carefully monitor and review programs and costs, use donations and grants for their intended purposes, and look for ways to leverage funds for maximum impact.

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



## About PADF

The Pan American Development Foundation, a 501 (c) (3) nonprofit organization, brings together many stakeholders to improve livelihoods, empower communities, strengthen civil society, support human rights, protect the environment, and respond to natural disasters in Latin America and the Caribbean. Established by the Organization of American States in 1962, PADF has worked in every country in the hemisphere. In 2011, its programs reached more than 7.5 million people in 23 countries.



# PADF

PAN AMERICAN DEVELOPMENT FOUNDATION

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Organization of  
American States

