To impact sustainable development from Latin America by creating favorable conditions for diverse actors to join forces in contributing to the common good.

MISSION

We seek a prosperous, integrated, and democratic Latin America, inspired in its diversity, built in solidarity by its citizens, and known globally for its own model of sustainable and inclusive development.

VISION
## Contents

<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Mission and Vision</td>
</tr>
<tr>
<td>3</td>
<td>Message from the Chairman</td>
</tr>
<tr>
<td>5</td>
<td>Message from the CEO</td>
</tr>
<tr>
<td>7</td>
<td>2013-2017 Objectives</td>
</tr>
<tr>
<td>9</td>
<td>2014 Results</td>
</tr>
<tr>
<td>10</td>
<td>Impact Indicators</td>
</tr>
<tr>
<td>11</td>
<td>Opportunities for Impact</td>
</tr>
<tr>
<td>12</td>
<td>Access to Water</td>
</tr>
<tr>
<td>14</td>
<td>Sustainable Cities</td>
</tr>
<tr>
<td>16</td>
<td>Energy</td>
</tr>
<tr>
<td>18</td>
<td>Amazon Biome Strategy</td>
</tr>
<tr>
<td>20</td>
<td>The South American Chaco</td>
</tr>
<tr>
<td>22</td>
<td>Extractive Industries</td>
</tr>
<tr>
<td>24</td>
<td>Political Innovation</td>
</tr>
<tr>
<td>26</td>
<td>Migration</td>
</tr>
<tr>
<td>28</td>
<td>Inclusive Recycling</td>
</tr>
<tr>
<td>30</td>
<td>Tools for Impact</td>
</tr>
<tr>
<td>31</td>
<td>Climate Change</td>
</tr>
<tr>
<td>33</td>
<td>Social Progress Index</td>
</tr>
<tr>
<td>35</td>
<td>Impact Business</td>
</tr>
<tr>
<td>37</td>
<td>Technology for Social Change</td>
</tr>
<tr>
<td>39</td>
<td>Global Water Alliance</td>
</tr>
<tr>
<td>42</td>
<td>Avina in Numbers</td>
</tr>
<tr>
<td>45</td>
<td>Contact Information</td>
</tr>
<tr>
<td>46</td>
<td>Credits</td>
</tr>
</tbody>
</table>
20 years of impact feed
the next 20 years of innovation

For Avina and the network of organizations that we work with, 2014 was a standout year. Our impact and performance measurements indicate perhaps the most encouraging results since we began implementing these metrics in 2007. The most important of these indicators is related to the broad scale social and environmental changes that Avina and its allies have helped to bring about, which according to our estimates benefited more than 25 million Latin Americans in 2014, in key areas for sustainability such as access to water, clean energy, democratic governance, inclusive recycling, conservation of biomes, and human rights.

Many of these achievements are described in this annual report, such as the launch of the pilot project “Agua de calidad para todas y todos” (“Quality Water for All”) in Chile, an initiative that unites social and technological innovation to bring quality water to the most vulnerable communities; the signing of a joint statement by Norway and Peru to protect and conserve the Amazon; the creation of Observa Sampa, a new web portal for citizen participation in Sao Paulo; and the formal, legal recognition of recyclers through public policy in Colombia, among others.

We celebrate these achievements while continuing to keep our eyes firmly fixed on the many challenges in the region. The regional economic slowdown -- due to factors such as the price of oil and other minerals, the turning inward of the Chinese market, and the European recession -- threatens some of the gains made in recent years in the reduction of poverty and inequality in Latin America.

Likewise, a trend toward the concentration of power has been observed in some countries, along with a series of large scale corruption scandals. Violence and public insecurity -- both aggravated by organized crime -- continue to afflict many countries, and the economic and political instability that is on the rise only exacerbates the situation.

This is a challenging landscape for those who seek sustainability, but we are convinced that this context also opens a door for innovative solutions in all these areas. To accomplish this, Avina and its allies are investing in a variety of innovative models. We are supporting the adoption of the Social Progress Index by governments around the world, which enables them to use global metrics to measure the success of public policies as they affect the quality of life of people. We are promoting, together with Omidyar Network, the development of digital technology initiatives in the service of citizen participation.
We are one of the drivers behind World Transforming Technologies (WTT), a partnership between philanthropists, inventors, and businesses that invests in sustainable scientific solutions for the needy. We have begun to increase the number of South-South exchanges to share knowledge and methods between Latin America and Africa. In addition, Avina has renewed its commitment to the regional Impact Opportunities that it supports through the strengthening of collaborative processes among leading organizations from different sectors.

Structurally, Avina will be looking to experiment with new models and alliances that lend us greater flexibility to fulfill our mission and increased resilience to adapt to the current context in Latin America. This creative ability to continually reinvent ourselves has been a fundamental part of our 20-year history. Some examples of the innovations to come:

- We hope to transform our staff, who are spread across 15 countries, into an expert resource in regional and international social change, and to enhance their availability and capacity to incubate and strengthen collaborative processes in Latin America and beyond.

- We want to convert our platform of nearly twenty legal entities across the region into an engine of Latin American philanthropy, encouraging social investment and lowering the barriers that inhibit the flow of resources available to fuel and enhance processes of change.

- We mean to make permanent the social capital that we have helped to build in areas such as the Amazon Biome, the South American Chaco, and Inclusive Recycling. We plan to do this by creating the conditions so that stakeholders can continue and expand their transformative work around shared agendas for action beyond Avina’s limited resources, through structures like social organizations, businesses, cooperatives, or regional networks.

- We aim to systematize and share the methods, tools, and knowledge that Avina has developed over more than two decades of work focused on social change, in order to serve the mission of other organizations that are also pursuing social change for the common good.

During 2015 we will launch these structural initiatives, among others, as part of our 2013-2017 strategic plan. The success of these innovations and improvements will depend on our ability to align our goals and agendas with those of our allies, so that together we can contribute to sustainability more efficiently and effectively.

On behalf of the Board, I would like to thank the Avina team for the strides made in 2014 that are summarized in this annual report and for their commitment to the innovations that we will be implementing throughout 2015. The talent and commitment of our team are Avina’s most valuable assets. I would like to recognize my colleagues on the Board of Directors who have shown exemplary dedication to the organization as well as to welcome our newest member, Richard Aitkenhead from Guatemala, who brings experience in public-private partnerships, having worked in government, civil society, academia, and the private sector to improve the lives of Latin Americans. I am grateful to VIVA Trust for their continued support of Avina’s mission and to our founder, Stephan Schmidheiny, whose vision of constant learning in the service of human dignity remains our guiding star. I also wish to acknowledge the trust placed in us daily by all the businesses, foundations, multilateral organizations, and international cooperation funds with whom we co-invest and partner in the task of promoting for impact and transformation.

All of our work only translates into impact for sustainability thanks to our many valued allies in Latin America and around the globe, with whom we are privileged to work together to move our societies toward a more sustainable tomorrow. Together we know we can make a difference, and the best proof of that are the results we achieved together in 2014.

Sean McKaughan
Chairman of the Board of Directors
The best way to celebrate a milestone is to continue meeting goals

If I had to define what 2014 represented for Avina, it would not be an exaggeration to say that it was the year that we strategically consolidated our work in Latin America as well as the year that we started to expand certain areas of this work on the global level.

The fact that we exceeded our projected outcomes for the year is a clear indicator of the significant value we were able to add in the two dimensions (Public Goods and New Economy) that form the framework of our 2013-2017 five-year strategic plan.

We will only be able to overcome poverty in Latin America if our society incorporates innovation with purpose. We cannot keep applying remedies that we know are incapable of solving the problem at its root. This is why we have decided to invest our resources in innovation that can favorably impact the base of the pyramid. For example, we have launched pilot projects to bring potable water to the most vulnerable sectors of society using prototype technology that purifies water by converting it into plasma. Through the Global Water Alliance we are planning to expand the use of this innovative technology, which we installed in several communities in Chile last year, to other regions where it is urgently needed.

Through these means, Avina is making a more profound contribution to addressing the challenge of inequality in Latin America, a scourge that has made the region the least equitable on the planet.

The collaborative processes in which many of our allies serve as both protagonists and leaders have helped to bring potable water to two million people, include thousands of recyclers in residential waste collection systems, reduce deforestation rates in the Amazon and the South American Chaco, and promote mechanisms for citizen participation in urban planning and management.

In addition to consolidating our impact in Latin America, for the first time in the life of our organization we started a South-South exchange with Africa to learn from our peers across the Atlantic and to share the knowledge base we have built over the past 20 years.
Avina intends to function as a conveyer belt for innovation and learning between these two regions of the planet that face many similar challenges. What lies behind this effort is not only the conviction that we have accumulated knowledge and experience that we can share with our international allies, but also an openness to being enriched in turn by their knowledge and experience.

2014 was also a very special year for Avina because it marked 20 years since our founding in 1994. We celebrated this milestone in different ways in each country where we work, by gathering with our long-time allies who have maintained a relationship with the organization since the beginning, holding public events, and highlighting the results achieved over the past decades. These creative celebrations drew attention to the causes that social leaders and entrepreneurs are leading with our support, affirming that the best way to celebrate this milestone is to continue meeting our goals.

Overall, our 2014 Annual Report reflects how we celebrated our 20th anniversary: consolidating our work in Latin America, exchanging knowledge with Africa, and creating the conditions to exceed our projected outcomes for 2017.

2015 promises to be even more challenging and innovative than last year. Over the past 20 years, Avina has experienced organic growth, reflected in the development of new opportunities and alliances, the undertaking of joint initiatives, and collaborative work with like-minded organizations.

The collaboration that these dynamics have made possible has naturally given way to a type of institutional ecosystem.

Starting in 2015, we will be promoting with even greater energy the collective action carried out by our network of thousands of diverse allies, in order to lend strength our combined efforts and to accelerate the achievement of results.

This renewed Avina network will become a platform that brings together services, systems, methodologies, experts, and new allies to bolster opportunities for impact on both the continental and global levels.

In closing, I would like to thank our wonderful team of colleagues who, with great commitment and devotion, contributed to making 2014 a milestone in the institutional life of Avina.

Gabriel Baracatt
CEO
There are two fundamental objectives that serve as the roadmap for Avina’s 2013-2017 strategic plan: Public Goods and New Economy. The aim of every aspect of our work is to generate concrete and verifiable impact in these two areas and to achieve critical systemic changes that will ensure a more sustainable pattern of development.

Public Goods

How equitable and sustainable a society is depends on the quantity and quality of public goods that it produces. Civil society must contribute to reclaiming, creating, managing, and distributing these goods in a collaborative fashion that takes diverse interests into consideration. This approach requires the capacity to engage in dialogue and advocacy wherever decisions related to public goods are made.

Public goods are those goods or services that contribute to human dignity and which are available in equal quantity and quality to every member of society. These are benefits that we share and which contribute to the well-being of the community.

Avina contributes to reclaiming, creating, managing, and distributing public goods by adding value to collaborative processes among a diverse array of social actors who represent different interests and who are capable of sustaining a common vision for the future, adopting innovative models, and aligning behind shared agendas.

The contributions of Avina and its allies to the provision of public goods are already evident in the preservation of biomes, democratic governance of water resources, social inclusion of urban recycling collectors, protection of human rights for migrants, improved quality of life in cities, and strengthened public institutions that can render justice and restrain the growth of organized crime and corruption, among others.
New Economy

We live in societies that are constantly being pushed toward mass consumption of goods and services, and concern about maintaining economic growth and profitability has sustained high demand for goods and services. Neither the economy nor the financial sector are structured around meeting humanity’s basic and real needs over the long-term; instead they are based on the production of “profitable goods” with the bottom line as their principal benchmark. Furthermore, the problem of climate change only exacerbates the unsustainable consequences of these trends.

Constant technological, social, and environmental changes create a level of uncertainty about the future, but there is no question that society will face profound challenges and changes in the patterns of production, work, and consumption in the days to come.

Avina believes that a more fair, prosperous, and sustainable society requires an economic system that creates public goods, guarantees sustainable management of those goods, and ensures that they are available to the majority. Furthermore, this economic system must develop within the limits of the planet and, in particular, reduce our current dependence on technologies that generate greenhouse gas emissions.

Since 1994, we have been supporting leaders and organizations that offer viable courses of action to carry out this transition. The work of Avina’s Opportunities for Impact, Tools for Impact, and Country Strategies demonstrates that the capacity that we have developed for bringing together diverse stakeholders on the national and regional level in Latin America has enormous potential to help implement sustainable economic decisions.
Since 2007 Avina has used a results-oriented evaluation system to measure the impact of its work.

We consider results to be verifiable changes that contribute to sustainable development and stem from processes in which our allies are involved, with support from Avina through services, direct involvement, or financing.

Along with our allies, in 2014 we contributed to 87 concrete changes in Latin America. At least 18 of these changes each impacted one million people or more (Level 1 Results), exceeding our target for this level.

Avina’s strategy for 2013-2017 focuses on achieving broad-scale impact to transform the lives of millions of Latin Americans. Due to this focus, Avina’s teams strive to achieve Level 1 Results because they reflect changes on the broadest scale. The target set for 2014 was exceeded by 29%. We did not meet our target for Level 2 Results, but we exceeded our target for Level 3 results. Overall, we exceeded the target for the total number of results expected for 2014. Given that the organization is in the second year of its five-year strategic plan, these indicators demonstrate that we are on the path to truly impacting Latin American society.

We are also pleased to say we exceeded our target for Process Results by a wide margin.

**Level 1 Results by Type**

Since we began using this system for measuring impact in 2007, Avina has contributed to 108 Level 1 Results.

In 2014, 100% of Level 1 Results led to changes in public policies, either through new policies or new approaches incorporated into existing policies. At the same time, these results have indirectly impacted the quality of life, the balance of power, the market ecosystem, networks to disseminate and promote successful practices, and solutions made possible by new technologies.
Opportunities for Impact
To bring about universal access to water and sanitation through a democratic governance model that prioritizes win-win collaboration across multiple sectors and integrates social and technological innovations.

- Strengthen the leadership, management, and technical capacity of community water management organizations, while promoting recognition of their work by governments, the private sector, and international cooperation agencies.

- Build partnerships with the public and private sectors to improve and expand water services and create financial mechanisms to make water affordable for more families.

- Help improve the efficiency and effectiveness of community water and sanitation services by identifying, supporting, and spreading social and technological innovations.

Vision for Impact

Shared Agenda for Action
Results

New law in Ecuador guarantees the human right to water

The Ley de Recursos Hídricos, Usos y Aprovechamiento del Agua (Law on Water Resources and Uses) came into force in Ecuador in August 2014. The new law guarantees the human right of all people to clean, adequate, accessible, and affordable water for personal and domestic use that is of sufficient quantity, quality, continuity, and coverage. The law prohibits the privatization of water resources and stipulates that they be exclusively managed by public agencies or community organizations.

The Red de Organizaciones Sociales y Comunitarias en la Gestión del Agua del Ecuador (Network of Social and Community Organizations for Water Management in Ecuador - ROSCGAE), an association of OCSAS from all over the country, actively participated in public forums on the new law, ensuring that it acknowledged and bolstered community water management.

Avina supported the formation and development of ROSCGAE and served as a bridge between the network, the national government, and local governments. For several years prior, Avina also facilitated opportunities for institutions and community organizations to collaborate on contextual analysis and proposals to be included in the law.

Less fire, more water

The Reserva Natural de la Defensa La Calera (La Calera Defense Nature Reserve) is an area covering approximately 33,360 acres located within the Suquía River watershed, near the city of Córdoba, Argentina. The watershed currently provides 60% of the water for the city of La Calera. The reserve serves as a "green lung of native forest" for the city of Córdoba, inhabited by 1.3 million people, by absorbing and regulating precipitation. The proper conservation of this area depends largely on the sustainability of access to water for surrounding communities and the prevention of environmental risks, such as floods.

The reserve has historically been affected by large forest fires that, in the winter season, have reached up to 3,700 acres. After three years of continual work, the area impacted by forest fires has been contained and reduced to less than 5 acres.

The project "El manejo como herramienta de recuperación de cuenca" ("Management as a tool for watershed restoration") was carried out in La Calera as part of the Iniciativa +AGUA (+WATER Initiative), a program promoted by an alliance between Avina and Coca-Cola South Latin. The project supported the work of the Cuenco-Equipo Ambiental (Environment Watershed Team), which included facilitating the implementation of forest fire prevention techniques, training military personnel, and coordinating communication between the various stakeholders concerned about the forest fires. Through this work, these stakeholders developed a common language and came to consider the reserve as a public space, as they worked collaboratively to conserve it.
Sustainable Cities

Vision for Impact
To ensure that cities foster social progress and equality while respecting the limits of nature.

Shared Agenda for Action

• Participatory Governance: Strengthen civic participation and citizen-led oversight in urban planning and management.

• Public Policies and Land Use Planning: Promote public and corporate policies that contribute to making cities inclusive, democratic, and sustainable.

• Public Spaces: Advocate for the transformation and revitalization of public spaces where diversity, economic inclusion, and cultural expression are treated as essential components of fair and sustainable cities in Latin America and the Caribbean.
Results

Sao Paulo city government adopts public policy involving new tools for citizen participation

More than 40 cities throughout Latin America, including major cities like Sao Paulo, Brazil which has 11 million inhabitants, have adopted ordinances requiring incoming elected city managers to present a government management plan (Plan de Metas) with objective performance goals when taking office. The law also requires that they annually inform citizens of progress toward these goals. Through the adoption of these plans, Avina and its allies have contributed to strengthening democracy and civic participation in municipal governance.

As part of the government management plan in Sao Paulo, the city created a web portal called Observa Sampa (Observatório de Indicadores da Cidade de São Paulo – Indicator Monitoring System of the City of Sao Paulo) where every citizen can find information about, comment on, and track progress toward the goals established by city managers. The portal is based on a model that was proposed by Rede Nossa Sao Paulo, a network of engaged citizens and organizations, and officially adopted by the city government.

Improving the quality of life in Latin American cities through civic engagement

The quality of life for residents of Latin American cities has been improved through citizen engagement and advocacy in the areas of public transportation and the expansion and transformation of public spaces.

Thanks to the work of Observatorio La Paz Cómo Vamos, public transportation has substantially improved in La Paz, Bolivia. This citizen network was an important advocate for PumaKatari, the new integrated mass transit system in the city, which is administered by the newly created Municipal Transportation Service.

There has also been progress in civic participation and advocacy in Peru, most notably in the transformation of public spaces into gathering places and areas for cultural expression. In Lima, a parklet (mini-park) was established in the Miraflores district. The parklet features structures built using recycled materials and is an inviting place for the public to stop and take a break from the often frenetic pace of urban life.

In addition, the Santa Cruz neighborhood of Medellín, Colombia held a placemaking event, which is a multifaceted approach to the planning, design, and management of public spaces and consists of a series of activities to promote the arts and improve the infrastructure of the neighborhood.

Preparing the parklet (mini-park) in the Miraflores district, Lima, Peru.
To achieve recognition of the Amazon as a public good and a platform for development, and to motivate citizens to participate in public decision-making processes, find more democratic and multi-sector solutions, and reformulate the messages and practices surrounding conservation of the Amazon.

**Pan-Amazon Platforms:** Build relationships, networks, and alliances between stakeholders to scale social innovations and make lasting changes through social and environmental safeguards.

**Forest Transparency:** Support the implementation of participatory governance models in order to base policy decisions on rigorous data to prevent, monitor, and address the causes of deforestation.

**Land Use and Management:** Strengthen, systematize, replicate, and scale successful, sustainable land management models in order to implement shared agendas for action.

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**Vision for Impact**

To achieve recognition of the Amazon as a public good and a platform for development, and to motivate citizens to participate in public decision-making processes, find more democratic and multi-sector solutions, and reformulate the messages and practices surrounding conservation of the Amazon.

**Shared Agenda for Action**

- Pan-Amazon Platforms: Build relationships, networks, and alliances between stakeholders to scale social innovations and make lasting changes through social and environmental safeguards.
- Forest Transparency: Support the implementation of participatory governance models in order to base policy decisions on rigorous data to prevent, monitor, and address the causes of deforestation.
- Land Use and Management: Strengthen, systematize, replicate, and scale successful, sustainable land management models in order to implement shared agendas for action.
Results

Norway and Peru sign joint declaration to protect and conserve the Amazon

During the UN Climate Summit held in New York in September 2014, Peru, Norway, and Germany signed a joint declaration of cooperation to reduce greenhouse gas emissions produced by deforestation and forest degradation (REDD+) in order to promote sustainable development in Peru and contribute to the conservation of the Peruvian Amazon.

The overarching goal is to make the agricultural and forestry sectors carbon neutral by 2021. Norway has pledged 10 million USD for Phase I, 40 million USD for Phase II, and up to 250 million USD for verified emission reductions (VERs) until 2020, although the deadline may be extended.

Municipal development plan focused on the well-being of residents is adopted in Concepción, Bolivia

After a participatory process in Concepción, Bolivia, the local government adopted a municipal development plan, providing a long-term strategy for development and directing public investment to programs that improve the well-being of residents.

This plan also declares Concepción as a “Municipio Ambiental” (“Environmental Municipality”), a designation to promote decision-making and the exercise of power among indigenous and peasant communities to develop a sustainable and economically productive Amazon ecosystem.

Fundación Amigos de la Naturaleza (FAN), our ally, worked with the municipal government of Concepción to increase public officials’ management capacity and to help them train local residents in participatory governance. Along with FAN, we worked with 65 communities and neighborhood boards to promote dialogue, build a common vision, and define action steps for the next five years.
To aid Latin America’s transition to more sustainable, secure, and inclusive energy sources in order to power a new economy.

• Promote informed debate and participation in a long-term vision for energy that strengthens energy planning processes and lends greater relevance to socio-environmental issues in defining energy policies.

• Encourage the development of regulatory frameworks that favor non-conventional renewable energy sources and energy efficiency, leading to the diversification of the energy grid and increased energy security.

• Expand access to quality energy services by providing clean, efficient, and modern technologies for excluded sectors, so that Latin America meets the United Nations goal for universal access to energy by 2030.

Vision for impact

Shared Agenda for Action
Results

Chile designs its energy policy through democratic dialogue

During 2014, Avina worked closely with decision-makers in the Chilean government who in turn took the lead on designing an energy policy with input from stakeholders from the private sector, academia, consumer organizations, and others. This initiative, called Energía 2050 (Energy 2050), incorporates the past five years’ work carried out by Avina and its allies on the Plataforma de Escenarios Energéticos Chile 2030 (Chile 2030 Energy Scenarios Platform - EE2030). It also serves as an example of how to carry out a technical-political process to create a wide-reaching, national public policy on energy development, by recognizing the value of building a policy based on collaborative processes.

Energía 2050 seeks to build a shared vision for the future development of the energy sector, with the necessary social, political, and technical buy-in to become the national energy policy that Chile needs.

Rational and efficient energy use is central to a clean, safe, and sustainable energy grid in Argentina

In 2013, Argentina spent 13 billion USD on imported energy sources, while a complex subsidy program consumed a large part of the public budget. In response, citizens took to the streets protesting repeated power outages.

In this context, Fundación Vida Silvestre (FVSA), with support and assistance from Avina, presented the report “Escenarios Energéticos 2030 con políticas de eficiencia” (“2030 Energy Scenarios with efficiency policies”), outlining a set of energy-saving measures.

The interest generated by the report led to the creation of the Foro de Uso Responsable y Eficiente de la Energía (Forum for Responsible and Efficient Energy Use). The Forum, under the leadership of FVSA and with the active involvement of Avina, the National Energy Secretariat, networks of local governments, private sector institutions, and energy think tanks, seeks to implement several of the recommendations of the report in the housing, transportation, and industrial sectors. The city government of Buenos Aires showed special interest in the report, which resulted in the signing of an agreement with FVSA and creating a campaign to increase awareness of the importance of energy efficiency for public administration, educational institutions, and the general public.

To reinforce the importance of energy efficiency and renewable energy sources on a local scale, Citibank co-invested with Avina in a project to install thermal energy systems in two small communities in Salta and Tucumán, in partnership with Fundación Ecoandina.

Residents of the Vaqueros neighborhood, in the city of Salta, Argentina, assemble solar stoves with volunteers from Citibank.
To ensure sustainable and inclusive management of forest, water, and land resources in the South American Chaco and to foster the development of a new economy in the region.

- Position the South American Chaco locally and globally as a common good and a platform for development, both for Chaco communities and for the world.

- Encourage the development of sustainable production models that are well-suited for Chaco ecosystems.

- Promote participatory governance in the region, ensuring the inclusion of indigenous and rural communities in processes for decision-making and citizen oversight.
Results

“El Impenetrable” National Park is created

On October 24, 2014, both houses of the Argentine Congress unanimously passed Law 26.996, creating the largest national park in northern Argentina and a symbol of biodiversity in the South American Chaco: El Impenetrable National Park, with a surface area of over 321,000 acres.

More than 30 social and environmental organizations, including Banco de Bosques and Avina, advocated for the proposal, winning the support of legislative and executive officials at the provincial and national levels, and helping to secure the resources required to purchase the land for the park through individual donations, support from small, medium, and large businesses, and government funding.

The Conservation Land Trust, created by Douglas Tompkins and dedicated to protecting wild areas in the Southern Cone, was instrumental during the final stages and provided financial support needed to meet the fundraising goal. According to officials at the Argentine National Parks Administration, this is the first national park to be underwritten by the people.

Avina supported Banco de Bosques in several areas, such as: positioning the cause at the national level; forging alliances with private sector companies to reach millions of people through their products and marketing campaigns; building relationships with politicians to gain the support of the public sector; financing Banco de Bosques’s advocacy work on the provincial and national levels; and bringing together the group of 30 civil society organizations who led the initiative.

Increased access to water in the South American Chaco

Inspired and supported by the Articulación del Semiárido Brasileño (ASA), Redes Chaco launched the Sed Cero (Zero Thirst) program to guarantee access to safe water in rural communities of the South American Chaco through the coordinated efforts of various stakeholders.

In 2014, more than 50 social organizations, businesses, and public agencies joined forces with indigenous and peasant communities. Through this partnership, these communities are building systems to harvest rainwater and other water systems for 2,300 families. As the need for water extends beyond human consumption and into economic activities, the Sed Cero program also includes carob tree plantations with access to water for irrigation and livestock, which benefit more than 1,400 families.

In Paraguay, the Mesa Intersectorial de Agua y Saneamiento para el Chaco (Multi-sector Working Group for Water and Sanitation in the Chaco - MIAS-CHACO) has been formed to facilitate partnerships and coordination among government agencies (on the national, departmental, and municipal levels), the private sector, international cooperation agencies, and civil society organizations that are working in the water and sanitation sector. The Working Group has an action plan with goals for 2018 aimed at coordinating the work of several stakeholders, guiding public investment in infrastructure, and compiling best practices, both in terms of technology and how to engage local communities in order to ensure their sustainability. MIAS-CHACO has also managed to put access to water in the Chaco on the national government’s agenda.
To transform extractive industries in Latin America into an innovative sector that contributes to the economic and social development of the region, operating within a framework of respect for human rights and natural resources.

**Extractive Industries**

**Vision for Impact**
To transform extractive industries in Latin America into an innovative sector that contributes to the economic and social development of the region, operating within a framework of respect for human rights and natural resources.

**Shared Agenda for Action**

- **Extractive Industries for the Public Good**: Achieve greater levels of commitment and action on the part of the extractive industrial sector in order to make concrete changes in terms of operations, transparency, openness to dialogue, public participation in decision-making, and contributions to the social well-being of communities and the development of countries where extraction takes place.

- **Innovation for a New Economy**: Encourage the development of new business models and technologies so that the extractive industrial sector contributes to the construction of a low carbon economy and better quality of life for people.
Results

Colombia shows willingness to make extractive industries more transparent

In 2014, Colombia took an important step toward building a more transparent extractive industrial sector when the country was accepted as a candidate to become a member of the Extractive Industries Transparency Initiative (EITI). The EITI is a global standard for the management, monitoring, and oversight of the finances and taxes paid by extractive industries (oil, gas, and mining).

Under the principles of the EITI, mining and oil companies must publicly disclose their tax payments and royalties, while the government must make what it receives from them public information. These disclosures are then reviewed by an independent auditor and the entire process is monitored by a group of civil society organizations, which often include NGOs and universities.

Avina funded and helped organize regional and national workshops on the importance of the EITI and brought together the Mesa de la Sociedad Civil para la Transparencia en las Industrias Extractivas (Civil Society Working Group on Transparency in Extractive Industries), which took part in naming the members of the official EITI committee in Colombia.

International representatives participate in Latin American dialogue group on mining, democracy, and sustainable development

The Grupo de Diálogo Latinoamericano “Minería, Democracia y Desarrollo Sostenible” Grupo de Diálogo Latinoamericano (“Mining, Democracy, and Sustainable Development” Latin American Dialogue Group - GDL) brings together initiatives for dialogue on the mining industry from Argentina, Brazil, Chile, Colombia, Ecuador, Panama, and Peru. The GDL made important strides in 2014 in the areas of organizational structure, capacity, and mobilizing community leadership within the Diálogo Sur (South Dialogue) project. The initiative came about through an alliance between CARE Peru, country dialogue groups, Avina, and the European Union. These achievements ushered in a new stage of regional and global relevance of the Group.

In addition, the GDL organized events, surveys, and forums in different countries, which succeeded in engaging key stakeholders in a multi-sector dialogue to transform conflict and promote sustainable development in the mining industry.

For example, the IV Encuentro Internacional del Grupo de Diálogo Latinoamericano (4th International Meeting of the Latin American Dialogue Group) took place in September 2014 in Bogotá, Colombia. Over 100 participants from the private, social, and public sectors from 10 countries attended the event.
To encourage innovations that come from civil society with the political reach to strengthen democratic states and provide quality public goods for all.

• Strengthen public-private partnerships (between governments, civil society, the private sector, and political parties) to encourage political and institutional innovations that promote systemic changes in the way power is exercised, in order to produce long-lasting, effective, and replicable solutions.

• Create new public institutions, both formal and informal, to serve as a democratic counterweight to the growth of organized crime in the region.

• Support the work of governments by joining efforts to create and improve regulations designed to ensure effective and secure democratic processes.

• Explore and support reforms to the representative practices exercised by political parties, in particular those that promote digital democracy.
Results

Anti-mafia movement makes headway in Argentina

In 2014, the public agenda in Argentina was marked by indisputable evidence that organized crime had infiltrated the government - in different jurisdictions of the country - and by an increase in violent clashes among drug trafficking groups. In this context, national security forces carried out an operation to tackle organized crime in the city of Rosario, thanks in part to reports and information provided by Fundación La Alameda and the local chapter of the Red Nacional Antimafia (National Anti-mafia Network), which was created in 2013 with the support of Avina.

Claims related to slave labor and human trafficking that La Alameda had filed with the courts years earlier resulted in convictions and sentences for the perpetrators, in cases that were heard in Mar del Plata and Buenos Aires. New allegations of slave labor and sexual exploitation were presented and are currently being investigated by the authorities.

At the same time, member organizations of the La Otra Trama-network, which was created through an initiative led by Avina, carried out several activities, such as: presenting the diagnostic report "Crimen Organizado en Argentina" ("Organized Crime in Argentina") at a global event organized by the United Nations; developing training workshops for journalists in Mendoza, Rosario, and Buenos Aires on money laundering; creating plays to talk about the problem in schools located in neighborhoods affected by organized crime; and publishing the first in-depth investigative report on the involvement of children in drug trafficking in Córdoba, which appeared in several local and national newspapers.

Documentary contributes to civil society debate in Mexico

In the highly sensitive social and political context following the disappearance of students in Ayotzinapa, Mexico, the documentary "El valor de lo público" ("The value of public goods"), produced by Avina, became a tool for social and political debate in the Mexican cities where it was shown: Mexico City, Tijuana, and Monterrey.

The film focuses on three stories from within Mexico that show how, when social creativity is combined with democratic political action, strategies for public innovation emerge that can contribute to prosperity and well-being through the recovery or expansion of public goods, above all when citizens and communities take on collective responsibility for those public goods.

The documentary is part of the "¿Dónde está mi Gobierno?"("Where’s My Government?") initiative, a platform that has gained strategic importance and has attracted different sectors with the shared goal of rebuilding the government’s capacity to reclaim public goods.
Vision for Impact

To achieve sustainable changes in public policies that promote the rights of migrants and contribute to the economic sustainability of communities of origin so that migration can be considered an option and not a necessity.

Shared Agenda for Action

- Promote collaboration between civil society and governments to improve and ensure implementation of the systems that regulate international migration.

- Defend access to justice for migrants who have been the victims of serious crimes, especially during transit.

- Promote a labor policy for Central America and advocate for changes to the recruiting systems that bring workers to the United States and Canada.

- Strengthen migrant organizations and build their capacity to collaborate across national borders and to impact development and remittance programs in communities of origin.
Results

12 million Mexican migrants expand their voting rights

In May 2014, the National Alliance of Latin American and Caribbean Communities (NALACC) successfully advocated for reforms to the Ley General de Instituciones y Procedimientos Electorales (General Law on Electoral Institutions and Procedures) in Mexico. The reforms simplify the paperwork required for Mexicans living abroad to exercise their right to vote and expand their voting rights to be able to elect representatives to the Mexican Senate as well as state officials. These reforms will benefit more than 12 million Mexican migrants.

In 2014, NALACC formed the Coalición Mexicana por el Voto de los Mexicanos en el Extranjero (Mexican Coalition for the Vote of Mexicans Living Abroad). This group identified the basic legal principles for Mexicans living abroad to participate politically in their home country.

The Central America and Mexico Migration Alliance (CAMMINA), formed by Avina, the Ford Foundation, and the Open Society Foundations (OSF), has supported NALACC on an institutional, strategic, and financial level since CAMMINA first started operating. The geographic focus of the collaboration between CAMMINA and NALACC has been outside the United States, mainly in Mexico and Central America. The expansion of voting rights for Mexicans living abroad is evidence of the impact that binational and regional cooperation can have, especially in the context of the Mexican diaspora.

New forensic commission to identify missing migrants in Mexico

Given the hundreds of migrants that have gone missing in recent years in Mexico, the limited capacity of the agencies responsible for investigating cases, and the lack of an effective response for the families of missing migrants, several organizations have begun to document cases and demonstrate the extent of this human tragedy.

In 2012, before the Inter-American Court of Human Rights, these organizations proposed the creation of a Forensic Commission to investigate the cases of 72 murdered migrants and the remains found in mass graves in San Fernando.

In 2014, the new federal government administration in Mexico cooperated with this proposal and signed an agreement forming the Forensic Commission, whose members include the Office of the Attorney General of Mexico, Fundación para la Justicia, Equipo Argentino de Antropología Forense (EAAF), and nine civil society organizations.

The first act of the Commission was to cross reference the data collected by forensic organizations and data banks in Central America with the remains found in mass graves in Tamaulipas, Cadereyta, and San Fernando. The initiative will help to define best practices and protocols to be implemented in similar cases moving forward.
To achieve the inclusion of millions of recyclers as key actors in sustainable waste management, working in alliance with recycler organizations, industry leaders, government agencies, and other key stakeholders.

- Stimulate leadership development and organizational capacity among recyclers to form associations, formalize their work, and build a vision of the common good, while creating multi-sector relationships to strengthen the recycling ecosystem.

- Promote public policies and regulations that establish sustainable waste management systems and strengthen the role of recyclers.

- Foster the formation of recycling value chains rooted in the concepts of social responsibility, inclusive business, and a new economy.

Vision for Impact

Shared Agenda for Action
Results

Public policy provides legal recognition for Colombian recyclers

In November 2014, the Colombian Ministry of Housing, Cities, and Territories, together with the Ministry of the Environment and Sustainable Development, issued Resolution 0754, which establishes a methodology for the design, implementation, evaluation, monitoring, oversight, and update of local plans for integrated solid waste management. This resolution also requires mandatory compliance and includes guidelines for every municipality in Colombia to incorporate inclusion programs for recyclers. The legislation also requires municipalities to keep records of recyclers and their organizations, as well as to encourage the creation, formalization, and strengthening of recycling cooperatives by providing technical and financial assistance.

This achievement is one of the institutional milestones that are taking place in Colombia that are leading to a national public policy to ensure the legal recognition of the role of recyclers in sustainable waste management.

Recyclers at work in Colombia. Photo © Camilo Rozo.

Integrated and inclusive waste management policy is approved in Asunción

In August 2014, the city commission of Asunción approved Municipal Ordinance 408/14 concerning integrated solid waste management and promoting a zero waste culture, which includes unprecedented waste management practices.

For several years, Avina has supported and financed the creation and development of recycler organizations and the Coordinadora de Organizaciones de Recicladores (Coordinating Body of Recycler Organizations) in Asunción. Avina also helped to create a multi-sector recycling working group to bring together recycler organizations, civil society organizations, and Asunción city officials.

In addition, Avina supported the work of the Coordinadora de Organizaciones de Recicladores and the organization Alternativa on a proposal for a municipal recycling law, which was presented to the city commission and served as the basis for the ordinance that was eventually passed.
Tools for Impact
Climate Change

Objective

To promote Latin American leadership in the global transition toward development that is low in emissions, inclusive, and resilient by fostering collaborative processes that encourage social and technological innovation.

Collaboration with Opportunities for Impact

The Climate Change team collaborates with Avina’s Opportunities for Impact in order to:

- Promote, consolidate, and scale innovative policies and practices to address climate change on the local, national, and regional levels.
- Facilitate the application of climate change science in the policies and practices of multiple sectors, by strengthening capacity, knowledge, and collaboration.
- Contribute to Latin America’s leadership in global efforts to mitigate climate change by placing value on the common interests that are relevant both for the region and the international climate change agenda.
At the 20th Conference of the United Nations Framework Convention on Climate Change (COP20) held in Lima in December 2014, the government of Peru - which presided over the meeting - organized “Climate Action Day,” a day of a high-level dialogue to promote the acceleration of climate action and to recognize the many stakeholders committed to mitigating climate change.

The dialogue, which involved several interested parties and produced a number of declarations, featured remarks by the President of Peru, Ollanta Humala; UN Secretary-General Ban Ki-moon; former President of Mexico and President of the Global Commission on the Economy and Climate Felipe Calderón; former President of Ireland Mary Robinson; Nobel laureate and former Vice President of the United States Al Gore; and President of the Intergovernmental Panel on Climate Change (IPCC) Rajendra K. Pachauri, among other important world leaders.

Representatives from the private sector, indigenous groups, and civil society also participated in the meeting and declared their commitment to promote climate action.

Avina actively supported Peru in the design and implementation of the Climate Action Day event during COP20.

Peru’s leadership in climate action contributed to the signing of an agreement between Peru, France, the UN Secretariat, and the Secretariat of the UN Framework Convention on Climate Change to jointly promote the climate action agenda in 2015 leading up to COP21 in Paris. The goal for the next meeting is to have 194 countries sign a new climate change agreement.
To provide useful and timely information to decision-makers from governments, the private sector, and civil society organizations that helps to identify strengths or weaknesses in terms of social progress, in order to focus investment decisions and improve the quality of life for citizens in participating countries.

Objective

Collaboration with Opportunities for Impact

Analysis of data from the Social Progress Index accelerates, enhances, and sustains the results of Avina’s Opportunities for Impact.

What is the Social Progress Index?

The Social Progress Index is an initiative of the Social Progress Imperative, of which Avina is a founding partner, that uses 52 indicators to provide a snapshot of the social progress of every nation for policymakers, international development agencies, philanthropic organizations, civil society, and academia, in order to focus their investments in areas that contribute to improving the well-being of citizens. These indicators measure the ability of each nation to meet the basic needs of its population, the infrastructure and tools available to enable individuals and communities to improve their quality of life, and the existence of a favorable environment so that each person has the opportunity to develop their full potential. In 2014, data from 132 countries was collected and analyzed.
The Brazilian Amazon, internationally known for its natural resources and environmental importance both for Brazil and for the world, was placed under the microscope of the Social Progress Index during 2014.

The initiative was the result of an alliance between Imazon, the Social Progress Imperative, Deloitte, and Avina, and it produced a report on the quality of life of 24 million people in 772 municipalities in the Brazilian Amazon, by comparing social and environmental indicators with aggregate data for Brazil and 31 other countries.

The Social Progress Index for the Brazilian Amazon (IPS Amazônia) was based on 43 indicators to measure the ability of each municipality to meet basic human needs and to provide a favorable environment so that each person has the opportunity to develop their full potential.

The study was presented during the presidential election season in Brazil and was widely covered by the national press. Copies of the report were given to the presidential candidates, Marina Silva, Aécio Neves, and Dilma Rousseff, as well as gubernatorial candidates for the Amazon states.

The study provides information to the public sector to guide its planning priorities and to businesses with interests in the region to identify investment opportunities that will contribute to development.

The Social Progress Index for the Brazilian Amazon influences decision-making for investment in the region

The Plan Nacional de Desarrollo- Paraguay 2030 (Paraguay 2030 National Development Plan - PND) is a strategic document that will facilitate coordinated actions among the divisions of the Executive Branch, as well as at other levels of the national government, civil society, and the private sector. This is the first time a development plan of this scope has been created, despite being stipulated in Article 177 of the Paraguayan Constitution as mandatory for each newly elected administration.

The PND is the product of a wide-reaching process for gathering input that began in November 2013 with the workshop “Socialización y Definición de Prioridades del Plan de Gobierno del Paraguay” (“Public Awareness and Definition of Priorities for the Paraguay Development Plan”), jointly hosted by the Paraguayan Ministry of Planning, Avina, the Social Progress Index steering group, the Red de Líderes por la Competitividad, and the Equipo Nacional Estrategia País (ENEP). The workshop was attended by more than 400 leaders from the government, civil society, clergy, and businesses, along with representatives from rural communities and academia. This public input process took place in 10 departments throughout the country.

The methodology of the Social Progress Index will be used to monitor the effectiveness of public spending and its repercussions for the population. This methodology measures social and environmental results in a multidimensional way, which will provide a comprehensive overview of social progress in the country within an appropriate international context. In December 2014, the President of Paraguay adopted the national development plan as a long-term planning tool by way of Decree 2794/2014.
To bring together innovation, business, efforts to eradicate poverty, and environmental conservation to create a new economy as the foundation for sustainable development.

Objective

Impact Business

Collaboration with Opportunities for Impact

The Impact Business team collaborates with Avina’s Opportunities for Impact in order to:

- Catalyze the involvement of businesses in Avina’s strategies to create innovative, sustainable models that can impact the entire region.

- Support key stakeholders, such as business incubators and impact investment funds, and promote opportunities for exchanging information and networking.

- Mobilize the efforts of applied technology developers toward the search for new, sustainable, and scalable solutions to the challenges of environmental vulnerability and social exclusion.
A new relationship between social enterprises and the government in Chile

#101 Soluciones (#101 Solutions), an initiative organized by Avina, Sistema B, Socialab, CoLab UC and El Definido, brought together Chilean social entrepreneurs in 2014 to propose solutions to the government to address the problems that they have found in forming social enterprises.

The goal of the campaign was for the entrepreneurs themselves to propose lines of work, plans, programs, and mechanisms that could be included in the public policy agenda of the Chilean Ministry of the Economy.

The top 101 solutions to come out of the digital platform created especially for this campaign were compiled in a publication that was presented to the president of Chile, Michelle Bachelet, in late 2014.

Currently the proposals are being analyzed by working groups from the Comité Consultivo Público - Privado para el Desarrollo Cooperativo y de la Economía Social (Public-Private Advisory Committee for Cooperative Development and the Social Economy). Representatives from the organizations behind #101 Soluciones are now taking part in direct discussions with the Chilean Ministry of the Economy and are making contributions to the design of a public policy to foster a cooperative and social economy.

Avina made a financial contribution to set up the #101 Soluciones para el Emprendimiento con Impacto Social (#101 Solutions for Social and Impact Enterprise) platform.

More enterprises incorporate social and environmental purposes into their business models

More and more companies in Latin America are adopting business models that give priority to sound social and environmental practices. One of the main organizations promoting this trend is PymeCapital Latin American Fund, which was founded in 2007 as an initiative of Cordaid and Fundación Bolivia Exporta (FBE). In addition to providing financing, the fund is designed to add value to the businesses in its portfolio through technical assistance, business development, and management tools.

In the years following its creation, PymeCapital received the support of Avina and other organizations to promote small businesses in Nicaragua, Bolivia, Colombia, and Guatemala, with plans to expand to the Dominican Republic, Peru, and Uruguay in the next two years.

With the support of Avina, in 2013 PymeCapital developed the Sistema de Auditoría Social (Social Auditing System - SAS), a management tool that helps companies calculate the economic and socio-environmental balance of their activities and share this information with their stakeholders.

This system consists of a set of tools that allow a business to operationalize, internalize, quantify, and measure the concepts of social responsibility. The managers of the business can be trained to manage their social and environmental performance, according to their strategy, and create an integrated scenario to generate specific programs and projects. This allows the business to improve its sustainability and competitiveness.

Over the last two years, high-impact projects in the areas of efficient use of water, electricity, occupational safety, impacts on soil, and child labor have been carried out using the system.
Objective

To increase the participation of citizens, social movements, civic hackers, and governments in social change in Latin America through the use of civic technologies, multi-sector and regional alliances, and open data.

Collaboration with Opportunities for Impact

The Technology for Social Change team collaborates with Avina’s Opportunities for Impact in order to:

- Support the development of civic technology projects that can close the gap between social movements and technology developers.
- Help review, disseminate, and develop open government practices and open data standards in Latin America.
- Encourage governments and citizens to work together using open data, as well as accelerate and increase the scale of the processes of social change promoted by Avina’s Opportunities for Impact.
- Produce a knowledge base surrounding the development and implementation of replicable, scalable, and open source software technologies with the potential to inform public policies.
In Montevideo, Uruguay, the Por Mi Barrio (In My Neighborhood) application has been developed to allow residents to use any device (smartphones, tablets, computers) to report urban problems in their neighborhood concerning trees, storm drains, street sweeping, trash, and landscaping. The launch of this app has made the complaint process more proactive and engaged more residents in reporting urban problems. It has also changed the relationship between government and society.

The initial project behind this platform was selected and funded by the Civic Innovation Accelerator Fund, which is a joint initiative of Avina and Omidyar Network.

Por Mi Barrio was developed by D.A.T.A. (Datos Abiertos, Transparencia y Acceso a la información) in alliance with the Municipal Government of Montevideo, Defensoría del Vecino, and seven civil society organizations. D.A.T.A. is responsible for the digital platform while the Municipal Government is committed to directing the reports received to the appropriate division and tracking them. Through this initiative the Municipal Government of Montevideo has embraced transparency and real-time accountability to city residents.

With this platform, both the community and the government are actively participating in the process of improving city neighborhoods using digital tools.

Use of open data platform spreads in Mexico

DatosMx is a digital platform for open innovation that calls on citizens to solve social problems through the publication and use of open data. This tool, created in 2013, was the first open data platform in Mexico and is currently used by 3 states, 7 municipalities, 40 civil society organizations, and the Instituto Federal de Acceso a la Información y Protección de Datos (Federal Institute on Access to Information and Data Protection - IFAI), the main independent entity for access to information in Latin America.

This platform for the publication and retrieval of open data was created by the organization Codeando México, which works to accelerate civic innovation and actively plays a leading role in the Mexican open data community by promoting the participation of civil society organizations in this field.

The availability of this technology brought about a change in the way civil society and the government understand and practice the collection and visualization of data; this information can now be used for strategies to improve quality of life and access to information for thousands of Mexicans.
The Global Water Alliance is an initiative led by Fundación Avina and the Advanced Innovation Center (AIC) of Chile, in collaboration with World Transforming Technologies (WTT), with the mission to integrate state-of-the-art technology, social innovation, and business models based on a new economy, in ways that generate sustainable social, economic, and environmental impact and improve quality of life in the most vulnerable communities.

During its first phase, the Global Water Alliance seeks to guarantee access to quality water in vulnerable communities that currently lack access to this vital resource. This access will be made possible by installing the Plasma Water Sanitation System (PWSS) technology and involving the community in the operations, management, and development of the system. Their participation is a key component of the collaborative processes that will lead to the full enjoyment of the human right to water for a better quality of life.
What is the Plasma Water Sanitation System (PWSS)?

PWSS is a water sanitation system that is extremely energy-efficient and cost-effective. It is 100% effective in eliminating bacteria and viruses present in a continuous flow of contaminated water. No other existing technology matches the effectiveness of PWSS, and replicating this technology will offer a solution for one of the primary causes of death worldwide: communicable diseases spread through contaminated water.

The PWSS technology was developed by the Advanced Innovation Center of Chile.

The Global Water Alliance in Latin America

Avina, AIC, and WTT are organizations that promote social innovation, advanced technology, and inclusive businesses from Latin America for the world. To test, evaluate, improve, and consolidate the Alliance’s work in these three areas, a pilot project was launched in Chile in December 2014 to kick off the first stage of the Global Water Alliance in Latin America. More pilot projects will be implemented in several other Latin American countries to ensure that information about the needs and opportunities that are specific to each culture and location are included in the knowledge base of the Alliance. Once the pilot projects are successfully established, the Global Water Alliance will begin to scale up throughout the region.

The Global Water Alliance in Africa

While the Global Alliance for Water rolls out its initial phase in Latin America, a team is simultaneously conducting research in Africa in order to implement pilot projects in at least two countries there in 2015, which will kick off the global phase of the initiative.
The “Agua de calidad para todas y todos” (“Quality water for all”) project, financed by the Chilean Ministry of Social Development, was launched in December 2014. This was the Global Water Alliance’s first pilot project and it was installed in the Koinomadelfia Children’s Home in the town of Peñaflor. The objective of the project is to develop, test, and evaluate the effectiveness of this new model and its impact on access to quality water in the most vulnerable communities.

In addition, the pilot project will generate a knowledge base that will allow for scaling the model at the global level, including improvement of the PWSS units and evaluation of the impact of social innovation models as they are adapted to new contexts, implemented with support from Fundación Proyecto Propio and Fundación para la Superación de la Pobreza through its “Servicio País” (“National Service”) program. The PWSS technology will provide sanitized water to five communities in central Chile that currently lack access to quality water and a model for community-based adoption of innovative technologies will be developed, thereby improving access to water in the country and the region.

A module will be installed in each of the pilot locations that employs two PWSS units, which will alternate 8-hour cycles of operation that can sanitize up to 528 gallons of water per cycle. Bolivia and the four member countries of the Pacific Alliance (Colombia, Peru, Chile, and Mexico), all with a significant number of communities that lack potable water, will replicate the experience that is currently underway in Chile, guided by the vision of Avina and AIC that state-of-the-art technologies should reach the most vulnerable people in time for those technologies to generate real impact and before they are obsolete.
VIVA Trust was created by Avina’s founder, Stephan Schmidheiny, and is the principal source of the funds managed by Fundación Avina. Since 2008, Avina has proactively sought to develop co-investment alliances with other philanthropic organizations to increase the quantity and quality of resources available for the continental strategies that Avina promotes in partnership with its allies in Latin America.

The total resources mobilized in 2014 in support of Avina’s opportunities for impact exceeded 55 million USD. Avina directly invested 12.6 million USD in 785 initiatives led by its allies across the region and 9.4 million USD in the brokering, advising, and networking services provided by the Avina team. Avina also helped to leverage an additional 33.6 million USD in funding from other institutions in support of its allies and their initiatives.

Since 1994, Avina’s programmatic support has totaled more than 500 million USD. Of that amount, Avina has directly invested over 390 million USD in sustainable development initiatives led by its allies over the past 20 years.

<table>
<thead>
<tr>
<th>Investments in Latin America</th>
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<tr>
<td>Total from 1994-2014</td>
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<tr>
<td>USD 390.668</td>
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</table>

*Figures expressed in millions of dollars.
The total third-party resources that Avina mobilized includes contributions made by other organizations, either as co-investments managed by Avina or as direct investments in the same causes. In either case, the outside resources were leveraged in part thanks to Avina’s role in establishing the relationship between the donor and beneficiary organizations. It is important to note that Avina’s programmatic support includes not only its investments in initiatives (grants) but also the direct interventions and services provided by the Avina team.

Since 1994, the sum of Avina’s programmatic support plus leveraged resources has exceeded 1 billion USD.

Financial Mobilization 2012-2014

The following table shows the diversity of funding sources managed by Avina during 2014:

<table>
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<tr>
<th>Funding Sources in 2014</th>
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<tbody>
<tr>
<td>USD 18,000,000 VIVA Trust</td>
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<tr>
<td>USD 1,000,000 Ford Foundation</td>
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<tr>
<td>USD 800,000 Skoll Foundation</td>
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<tr>
<td>USD 682,239 OAK Foundation</td>
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<tr>
<td>USD 304,142 International Development Research Centre</td>
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<td>USD 244,770 Latin America Regional Climate Initiative</td>
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<td>USD 164,175 Climate and Land Use Alliance</td>
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<tr>
<td>USD 100,019 PepsiCo de Argentina S.R.L.</td>
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<tr>
<td>USD 1,085,654 Omidyar Network</td>
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<tr>
<td>USD 800,000 Coca-Cola South Latin</td>
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<tr>
<td>USD 694,380 Grupo Danone (Agua Danone de Argentina S.A.) - Ecosistema</td>
</tr>
<tr>
<td>USD 440,545 Ministerio de Desarrollo Social Chile</td>
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<tr>
<td>USD 283,835 Xylem, Inc.</td>
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<tr>
<td>USD 168,571 BID / FOMIN</td>
</tr>
<tr>
<td>USD 107,438 Others</td>
</tr>
</tbody>
</table>

Total: USD 27,236,986
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