



Annual Report

2012

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1. Foreword by the Executive Director



Dear Reader,

It is with great pride that I am sharing with you this sixth Annual Report of Palms for Life Fund since we have been incorporated in May 2006.

Much has happened since then in Palms for Life's universe. The organization continues to grow and 2012 was a very good year. It was marked by the implementation of our flagship USAID-funded project in Swaziland. Implementing the project was and still is a tipping point for Palms for Life Fund.

The project in Swaziland generated significant outcomes in 2012 as we finalized the second round of 40 participating schools. I visited the country twice; once in the beginning of the year and a second time in October. We have built up a solid local capacity under the umbrella of Palms for Life Swaziland Office and engaged dozens of young graduates to do field work.

In 2012 we continued to reach out to our Board, Advisers and friends for support. We presented several new funding proposals; we connected with corporations, foundations and individuals and pursued our cause-related marketing programs: Art for Life and Tees for Life.

Thanks to our supporters, family and friends, we felt encouraged to carry on with our mission and to raise the level of awareness about social and economic problems affecting the poor.

Palms for Life Fund owes its achievements to the members of our Board of Directors and Advisers and to the many individuals who have contributed by offering their free services and advice, responding to our appeals or simply encouraging us to continue our work.

To all of you and in particular, to my dear husband David Rottman and my beloved daughters Naâma and Maayan, THANK YOU! I hope you enjoy the reading.

Sincerely,

Hannah Laufer-Rottman
Executive Director

2. How we view Social Change

Palms for Life supports the idea that Social Change is best achieved by investing in education with the underlying idea that we need to also change behaviors and attitudes. By focusing especially on women's and girls' education, we guarantee even more impact because, as is widely documented, an educated young woman will more likely have less children, will have healthier children and will send them to school.

Palms for Life's primary distinguishing factor is that we are committed to empowering local organizations to take ownership of their own development work. Our expertise allows us to carefully select implementing partners that have an impeccable track record, and have benefited from other international grants. For each project that we consider for support, we carefully assess its sustainability, its long term impact and active community participation. We verify that no more than 10% of the social investment is spent on recurring costs, and that all necessary conditions are met to ensure full operational capacity. In most cases, we do not execute projects ourselves which allows us to keep our operating costs very low and to ensure that at least 90% of the funds that we secure benefit the poor directly. Palms for Life does not target "beneficiaries," it engages "participants." In Swaziland, since this is our flagship project and our very first experience working with USAID, the New York Office of Palms for Life assumes the overall management of the project.

As a "Global Alliance to End Poverty" we believe that it is essential to bring into the Social Change arena as many active participants as possible. Palms for Life is one such participant. We also believe in the need to engage as many people as possible to join in today's fight against global hunger and poverty, hence our unique motto "***we are all connected to the poor.***"

3. Our Commitments

Palms for Life operates on the conviction that eradicating poverty needs a massive and urgent response. Our first commitment is to act **NOW**, based on lessons learned and on actual urgent needs, as identified by the local populations that we serve. We aim at engaging as many partners as possible, thus maximizing resources. Our key stakeholders are the project "participants" whom we empower through training, sensitization, sharing of information and promoting active participation. At the same time, we also expect from our participants to be accountable and responsible in the projects we support. In the case of projects engaging women, we look at the big picture and attempt to address all the many elements that are part of the women's everyday life.

Our second commitment is to look at social/economic investments in terms of **impact and return**. How can we achieve maximum and sustainable impact of our operations on the ground? The answer is always complex but it always includes the one single most important focus: education - with a strong emphasis on girls' and young women's education. In the case of rural women, we apply a

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global/holistic approach and address the many needs of their everyday life in an integrated and sustainable manner. This is the condition to ensure their true participation in development projects. We thus encourage our partners to design projects following the same perspective.

Our third commitment is to build **local capacity**. Beyond an act of social generosity, we see building local capacity as the right thing to do if we want to achieve proposed results in a sustainable way. This translates into engaging key local players as partners in all our activities; provide them with the services and equipment they require to operate properly; recognize their comparative advantage and grant them the same kind of value and recognition that is granted to international organizations. Working with solid local implementers allows Palms for Life to keep its own overhead within reasonable margins.

Throughout 2012 we continued to strengthen the local capacity in **Swaziland**. We hired a new Project Director, established the Monitoring and Evaluation unit with a full time professional and a consultant, we hired field monitors - young university graduates – and gave them continuous training and motivation on the job. Information was constantly shared with the office and with USAID and adjustments made to programming tools. Feedback and orientation was provided on a daily basis. In the beginning of the year we adopted officially the USAID Performance Management Plan and trained our staff in its use. Today, we are proud about the Palms for Life Swaziland Office: it is fully operational to run the everyday activities of our project.

In 2012, in close collaboration with our partners, we have continued to look for funding for the following projects:

- Enhancing Climate Resilience of Small Farmers to the Water-Related Impacts of Climate Change in Northern India
- CuentameLo Todo: Introducing Reading for Low-Income Children in Ecuador
- Well-digging in Rural Ethiopia: Engineers for Life

A short description of all the Palms for Life projects - funded and to be funded - can be seen in Annex C. In addition, Palms for Life continued with our Art for Life and Tees for Life concepts, mainly the Hungry Tee.



Art for Life



Tees for Life

4. Our Partners

In 2012, Palms for Life strengthened its relationship with the local NGOs in our select countries and with several organizations in the US such as the Marble Collegiate Church, the Collegiate Church Corporation and the Population Council.

Despite the lack of funding, our Partners have the basic capacity to run social development projects: they are well skilled to design projects, monitor activities and report back on results and impact. They are marked by a trajectory of social commitment, often working in difficult conditions, sometimes in uncertain political environments and always with insufficient funds to carry on their work, strengthen their capacity and provide tangible help to the people in need.

During our field trips and interactions with the local organizations, we constantly come across enormous funding gaps for very high quality projects – of which many would directly have huge impact on improving the overall quality of life and contributing to attaining the UN Millennium Development Goals (MDGs). Many projects – and local NGOs - are currently on stand-by simply because of lack of funding. Therefore, the scope for support that our partners need is enormous!

- Angola: Development Workshop (DW)
- Burkina Faso: Population Council
- Burkina Faso: APRODES
- Burkina Faso: ADEP (new partner)
- Ecuador: Centro del Muchacho Trabajador (CMT)
- Ecuador: Fundación Esquel
- Ecuador: Fundación Fe y Alegria
- Ecuador: Fundacion Desarrollo Social y Habitat
- Ecuador: INEPE
- India: HOPE foundation
- India: Navdanya
- Mozambique: The Community Development Foundation (FDC)
- Ethiopia: Wako Gutu Foundation



5. Our Activities and Results

A. Fundraising

In 2012, we focused our fundraising efforts primarily on foundations and corporations. We submitted several funding proposals within the frame of our 3-year business plan (see attached Annex B).

We continuously researched prospects and submitted Letters of Inquiry, Concept Papers and proposals to the following:

- Allen Foundation
- Gates Foundation and Gates Grand Challenge Exploration
- The Better World Books
- Marble Collegiate Church
- Collegiate Church Corporation
- Dextra Baldwin McGonagle Foundation

We also approached the Clinton Global Initiative with a new request for a complementary participation at their annual event.

Haiti: we attended several meetings with a representative of US response to the emergency in Haiti and prepared a Concept Paper about Building a Strategic Emergency Response Reserve in Haiti. The goal of this project was to engage the greater Haitian population in an income-earning activity that will provide a response to their immediate needs and help them rebuild their lives. We submitted a Funding Proposal to several organizations including the Deutsche Bank for a small project in partnership with Rebuild Globally to generate income for Poor Women Victims of the Earthquake.

Palms for Life continues to receive numerous letters of inquiry that we have to turn down for valuable projects in many parts of the world and in countries that are out of our focus areas.

B. Main activities and Results

1. Swaziland

- 2) Ms. Laufer-Rottman traveled to the country in January and in October. USAID in Pretoria was visited and meetings held the Technical Officer. The workplan went as foreseen. Palms for Life now has developed the full capacity to run such large scale projects which has become an asset that can easily be replicated in the country or elsewhere.

- 3) The major achievements for the year were the active implementation of project activities in schools of Year 1 and 2, the implementation of the Performance Management Plan (PMP) following USAID's guidelines, and the completion of the baseline survey for the third year batch of schools- for 2013, which was aimed at guiding the project in terms of what can be achieved based on the needs from participating schools and the actual budget.
- 4) Another key milestone during the year, was the engagement of the data base specialist who assisted the project to set up a more comprehensive and integrated database system that will assist the project in terms of capturing data and reporting.
- 5) The continuous engagement of Field Monitors (FMs) had a significant impact on the project since these graduates have assisted the Monitoring and Evaluation Unit in conducting the baseline survey as well as capturing and entering data to the PFLF data base.
- 6) The recruitment of the M&E Specialist and the new M & E Unit also managed to develop data collection tools and guidelines for the different Management Committees that need to be established in all the participating schools for sustainability purposes. A comprehensive strategy for handover of the project to the Government has been developed
- 7) National Forum on Sustainable Gardens: this was an initiative lead by Palms for Life to exchange ideas and find consensus about best approaches for building sustainable school gardens in Swaziland. Key national and international organizations were invited together with participating schools. This event provided very good visibility for Palms for Life and USAID and our work in Swaziland.

2. Ecuador

Donation of Computers: together with Mercy Corps, Palms for Life arranged for a donation of over 500 complete sets of computers to the partner Fe y Alegria which operates the second largest educational program in Ecuador. A unique partnership was signed for this donation with the local Banco de Pichincha, through their charitable arm CRISFE; they agreed to cover the cost for the entire logistical expense, including the international shipping. This was an exemplary private-public collaboration and a model to pursue in the future. The donation was expected to arrive early 2013.

Impression from the field by David Nelson, Palms for Life's Country Representative in Ecuador about the CuentameLo Todo Project that Palms for Life supported last year:

"I believe that there would be interest in expanding this project in order to have important results on some few hundred lives ten to fifteen years from now. The results I was able to observe were children reading, enjoying books and teachers getting very practical experience to involve children in reading. Several children were organizing others to read and be read to which will certainly be a positive experience for them in the future. I believe that those results will continue to impact the lives of children and teachers for at least ten to fifteen years. In addition, the occupation and creative use of public spaces is a positive but short-term result that will persist as long as there is funding - whether from an external source or, perhaps, from municipalities.

I was struck by how much was being done for those 40 or so children with so little - the mobile library and DS&H assistance to organize the participation of Fe y Alegria and the university with support from the parish council. DS&H monitors operations several times a month but the activities go on pretty much automatically. A challenge for DS&H would be to think about how to make the experience available to other cities and offer to expand it with a similar, modest investment."

3. Documentary

A short teaser was prepared in Swaziland with US filmmaker Cassie Jaye, with the intention of seeking funding for a full length documentary showing the situation of school children in Swaziland and the USAID project. However, the project is on standby because of lack of funding.

4. Marketing, Fundraising Events and Visibility

- 1) Annual fundraising Art for Life: photos of Fabrizio Chiesa about the CuentameLo Todo project in Ecuador and paintings of Luis Salazar were displayed in a pop-up gallery in mid-town Manhattan during the month of July. A few pieces of Andy Warhol were lent to our event for which Palms for Life would receive 20% of the sales proceeds. One work of Warhol was sold, 2 pictures of Fabrizio Chiesa and 2 paintings. We broke even with all expenses including an opening night and an informational event to talk about Palms for Life's work.
- 2) Hungry Tee Shirts: photographer Fabrizio Chiesa offered a series of pictures taken with actors and models wearing the Hungry tee for a future marketing campaign. Tees were also sent to a large number of famous actors with a note asking them to wear the garment.
- 3) Join1000 campaign: this is a new crowdfunding idea that will be launched in mid-2013. The idea is to generate revenues to support micro-projects and Palms for Life's basic operating costs.
- 4) Palms for Life continued being active on Facebook and Twitter.

5. Small Projects

Only one small project got funded in 2012 thanks to a donation from the Marble Collegiate Church for Burkina Faso. The project supports training about sexual and reproductive health for female adolescents in urban settings to protect them from violence and sexual abuse.

6. Other

- 1) We have maintained an ongoing dialogue with our well established anti-poverty and educational partner organizations on the ground mainly in Angola, Burkina Faso, Ecuador, Ethiopia, India, and Mozambique and are constantly looking for new funding opportunities to support their work.

- 2) The total revenue and Public Support that we generated in 2012 amounted to \$1,0333,264, double our Revenue for 2011. This is mainly the result of the USAID donation.

7. How we Measure our Success *(please consult our Business Plan for more details)*

We used outcome and impact indicators such as:

- 1) The funds that we have been able to raise from our different activities and campaigns
- 2) The recurring gifts we receive from small foundations and individuals
- 3) The funds that we delivered to our partner organizations on the ground
- 4) The number of people with new opportunities to improve their lives
- 5) Our sustained capacity to support our operations
- 6) The local capacity that we have generated thanks to our projects
- 7) The relationships with corporations and foundations who trust our ability to identify reliable partners and submit good quality projects
- 8) The number of individuals whom we have engaged to support our mission through our signature events and email blasts
- 9) The replicability of innovative fundraising and advocacy models such as Art for Life and Tees for Life.



From Themba Magagula, Palms for Life Field Officer in Swaziland, about the school gardens:

“During my recent visit to Makhosini High school as part of the first year garden assessment exercise the head teacher Mr. Bonginkosi Msibi commented on the school garden usefulness. "The school garden for the school feeding program has greatly assisted the school in ensuring that vegetables are always available to supplement the beans and mealie meal that are procured by the school through the Zondle fund. In our school we have 155 OVC's (Orphans and Vulnerable Children) out of the 270 students that are enrolled at the school. The garden has tremendously assisted our school because before we used to buy these vegetables, but now all vegetables are grown in the school garden." Vegetables that were found growing in the school garden included: Cabbages, Onions, Lettuce and spinach.”

Annex A

Derived from our financial statements which have been audited by WeiserMazars LLP-Certified Public Accountants-New York. Please contact us if you would like to receive a complete copy of the audited financial statements.

Palms For Life Fund, Inc.

Statements of Activities

Year Ended December 31, 2012 (With Summarized Comparative Financial Information for 2011)

	Unrestricted	Temporarily Restricted	Total	
			2012	2011
Revenue and Public Support				
Contributions	\$ 39,031	\$	\$ 39,031	\$ 69,645
Grants - USAID	992,078		992,078	363,646
Art sales, net of cost of goods sold of \$6,217 in 2012 and \$3,824 in 2011	1,658		1,658	2,536
Interest and other income	497		497	138
Net assets released from restrictions	2,752	(2,752)	-	-
Total revenue and public support	1,036,016	(2,752)	1,033,264	435,965
Expenses				
Program	979,704		979,704	394,466
General and administrative	8,249		8,249	40,456
Fund-raising	5,762		5,762	8,796
Total expenses	993,715		993,715	443,718
Change in net assets	42,301	(2,752)	39,549	(7,753)
Net assets at beginning of year	17,538	2,752	20,290	28,043
Net assets at end of year	\$ 59,839	\$ -	\$ 59,839	\$ 20,290

Annex B



Business and Strategic Plan 2012-2014

Introduction and Founding Principles

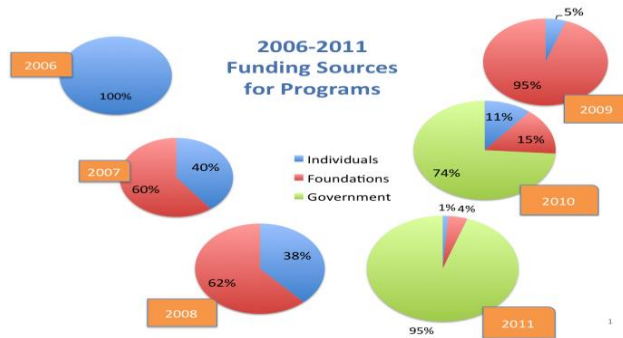
Palms for Life Fund was founded in 2006 as a not-for-profit (501(c)(3) dedicated to ending poverty around the world by addressing its root causes. We work with a range of investors to raise funds and support innovative programs in the areas of food, water and education. Since its inception in 2006, Palms for Life Fund has impacted the lives of thousands of people around the world.

Our founding principles and the ones that guide us in our partnerships and fundraising are:

- 1) It is essential that our programs are empowering, sustainable, and have potential to scale in order for true transformational change to take place.
- 2) We are committed to building and leading a **Global Alliance** to address the serious and growing poverty challenges in the 21st century, and mobilizing support from all corners of our global society – encouraging as much investment in poor populations as possible.
- 3) Our activities are **Human Right** driven: the right for every individual in the world to have daily access to a hot meal, fresh drinking water, and a pencil & a teacher. Palms for Life addresses the lack of these with a sense of emergency.
- 4) We understand that populations facing social and economic hardship are not destined to be poor.
- 5) We have the firm belief that eradicating poverty has to happen **now**, for **all** and that we have to do it **right**.

Organizational Structure

Since 2006, Palms for Life has transformed from a small-scale organization to a robust non-profit with multi-million dollar grant-programs operating across the world. In the beginning, Palms for Life primarily attracted donations from individuals but today is largely funded by foundations and bilateral Government sources.



Palms for Life headquarters is based in New York. In 2010 the organization established a local satellite office in Swaziland (where it currently manages a three year, \$1.9 million dollar USAID-funded project).

Palms for Life is led by its Founder and Executive Director, Hannah Laufer-Rottman, who has spent her entire career fighting global poverty. Ms. Laufer-Rottman has held senior-level positions with the United Nations World Food Programme in Latin America and Africa, helping feed and educate millions of poor people across the world. Palms for Life Fund was born out of the memories of people and communities Ms. Laufer-Rottman had encountered and whose immediate needs were still unmet.

Palms for Life prides itself on its cost-efficient approach and this is reflective in its trim yet effective organizational structure. Palms for Life has extensive expertise in:

- Designing program interventions
- Writing grant proposals
- Building partnerships
- Developing implementation strategies
- Establishing monitoring and evaluation systems
- Providing financial management and support

The Palms for Life team and network include:

- Executive Director (Headquarters)
- Program Officer (Headquarters)
- Interns (seasonal - Headquarters)
- Legal Advisory (Outsourced)
- Financial Management (Outsourced)
- Palms for Life Swaziland team (10)
- Team of rotating Consultants (specific to expertise needed)
- IT Professional (Part-Time)
- Audit Advisory (Outsourced)
- Executive Board
- Global Advisory Board
- Global Volunteer program *Volunteers for Life* (rotating)

As Palms for Life continues to grow, internal operating capacity will be expanded proportionally (see page 7).

In the countries where we operate, projects are implemented by Palms for Life’s trusted and reputable local partners. Palms for Life provides technical and strategic support to its local partners throughout the planning, implementation and evaluation process of a project.

Palms for Life's Philosophy on Poverty - The Global Alliance

The Global Alliance is a Palms for Life platform for engaging the widest possible audience - from individuals to non-profits to corporations - in the fight against poverty. For example, in 2009, a group of UBS employees gave to Palms for Life a check for \$15,000 of personal donations to support education programs for street children in Ecuador called "CuentameLo Todo." The project gave street children a unique opportunity to learn and enjoy reading and playing, on the street.

Through spreading awareness, sharing information and building solidarity around poverty issues, Palms for Life serves as an "Ambassador" for poor communities across the world.

The Global Alliance also extends to the United States - where Palms for Life is active in raising awareness and understanding about hunger and poverty through for example the production of a video series on hunger. Palms for Life is helping to shift the national conversation -- from words to solutions -- and is endlessly advocating for the idea that access to food should be considered a basic human right – beyond charity - and not an income-driven privilege.

Whether it concerns a hungry family in America, a small rural village in Swaziland or an urban slum in Ecuador, Palms for Life believes:

- It's everybody's business if a child goes to bed on a hungry stomach;
- It's everybody's business if a child does not attend school;
- It's everybody's business if any individual does not have access to clean water.

"We Are All Connected to the Poor"

Palms for Life Core Values - Our Approach

Three values guide and shape all of our projects and undertakings.

1. Local Capacity Building

- Palms for Life provides local partners with **basic tools and equipment** that they need in order to function effectively. This includes very practical solutions that enable its partners to accomplish their goals and achieve sustainable impact - such as adequate communication, technology and transportation equipment/infrastructure.
- Palms for Life also creates local **partnerships** between local organizations in order to facilitate knowledge sharing and resources. These partnerships also have the potential to influence local decision-makers (i.e. Government Ministries) and increase the likelihood of project success.

2. Holistic and Sustainable community-centered approach

A holistic strategy recognizes every community action is interdependent with another and therefore, Palms for Life designs every project with this philosophy in mind. For instance, when promoting women's participation in a food production project, Palms for Life ensures that issues such as women's health, children's education, household food security, level of literacy etc. are all taken into consideration and duly addressed.

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We recognize however, that Palms for Life alone, is not always in the position to execute a holistic strategy (that addresses all interconnected elements). However, we do not neglect these areas as they can jeopardize the sustainability of a project. We research and identify investors and partners who are willing to complement our own efforts with essential inputs.

Additionally, in order to achieve sustainable impact, Palms for Life ensures every project is:

- **Participatory** (inclusive)
- **Empowering** (creates jobs)
- **Responsive** to actual needs (proper baseline research and local engagement)
- **Cost-Efficient** (easily maintained locally)
- **Replicable** (potential to scale)
- **Environmentally Conscious** (utilizes local resources & improves natural environment)

3. Investing in Women and Girls

Palms for Life integrates gender analysis in its program architecture to ensure that the needs of women and girls are systematically considered throughout the project implementation. We embrace this as a core value because Palms for Life believes women and girls are the agents of change - and the ones who will ultimately play critical roles in community transformation.

For instance, in Burkina Faso, Palms for Life supported rural women with seeds, fertilizers and a water pump. An in-depth analysis of the situation revealed that rural women did not have access to basic agricultural equipment. Therefore, in subsequent phases, Palms for Life secured funding for agriculture equipment to support the women's work. If this area had not been addressed, it would have jeopardized the outcome and impact of the project. Such an approach also empowers women to be true participants – and active leaders in every Palms for Life project.

Development - Fundraising

Palms for Life receives financial support from individuals, foundations, corporations and bilateral donors.

1. Program Grants

In 2010, Palms for Life achieved a major success in receiving its largest program grant to date – a \$1.9 million dollar award from the US Agency for International Development (USAID) for a Water and Food Security program in rural Swaziland. The 3-year program benefits more than 40,000 vulnerable school children and their families by strengthening water supply, sanitation and food security systems in 120 participating schools.

This first grant from USAID enables Palms for Life to reach a significantly large number of poor children and thus to considerably expand our impact.

Palms for Life applies for program grants via two approaches:

- I. Palms for Life is the direct recipient of all program funds and supervises the program management. Palms for Life allocates 5-10% for its program management services (based on Palms for Life's indirect costs). The remaining 90-95% is devoted to projects and local implementing partners so as to maximize impact and scale.

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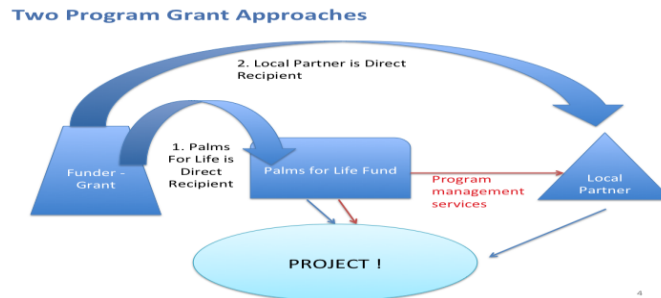
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Total Value of Program Grants where **Palms for Life** was Direct recipient 2006-2011 = **\$2,293,659**

or

- II. Our local partner is the direct recipient and receives all program funds except 5-10% that are allocated to Palms for Life for program management services.

Total Value of Program Grants where **Local Partners** were Direct recipient 2006-2011 = **\$2,078,601**



From 2006-2011, Palms for Life has generated program grants valuing **\$4,372,260** (under its direct management or its local partners).¹

2. Internal Capacity Grant – In some instances, investors have chosen to support the internal operations of Palms for Life. To date, this funding has been insufficient and will need to be considerably increased in order to allow Palms for Life to achieve sustained growth going forward.

3. Small Donations: Palms for Life has a small portfolio of foundations that donate to select projects on an annual basis. These small-scale initiatives contribute to Palms for Life’s diversified portfolio – including pilot projects and *For Life* projects.

4. For Life Projects: Palms for Life has designed a series of innovative marketing concepts (i.e. *Art for Life*, *Tees for Life*) to raise funds and increase awareness about hunger and poverty. These support small projects in Palms for Life’s six focus countries.

How we Measure Success

Ultimately, we define our success by the impact of our programs – how much the livelihoods of our project participants have been changed thanks to our support.²

Other indicators include:

¹ The cost of generating this portfolio totaled \$202,737 - less than 5% of portfolio value. This was made possible by a considerable subsidy of time and expertise of senior staff and consultants (low salaries), board of advisors (pro-bono) and volunteers/interns (stipend).

² Palms for Life views the people it helps as active participants (not beneficiaries) which establishes accountability and mutual responsibility.

of partnerships established locally: For example, in 2008, Palms for Life established a unique partnership with *The Foundation for Community Development (FDC)*, a local organization in Mozambique, of which the President of the Board is Mrs. Graça Machel, wife of former President Mr. Nelson Mandela. In 2009, with pivotal assistance of Palms for Life, the UBS Optimus Foundation awarded FDC a \$1.2 million dollar project that is helping increase school attendance and enhancing the educational performance of thousands of Mozambican boys and girls.

- **# of jobs** provided locally: In the aforementioned \$1.9 million dollar project in Swaziland, Palms for Life has hired and trained 35 workers and students in 2011 alone.
- **Low ratio** of administration/operating costs versus program allocation.
- **Level of awareness** disseminated: For example, in 2009 - Palms for Life executed a nationwide film contest titled “Faces of Hunger in America” that prompted young people to produce a short film about hunger in their own community. These videos became viral and were watched by 58,000+ people online and received over 30,000 votes. The six films with the highest number of online votes were subsequently reviewed by a renowned panel of judges at the Action Center to End World Hunger located in New York City. This project was made possible thanks to the donation of the Dextra Baldwin McGonagle Foundation.

As part of this project, Palms for Life also produced a PSA-public service announcement (consisting of footage from the film contest) that was shown in eight movie theatres in New York and Los Angeles. An estimated 50,000 people over the course of a few months viewed the PSA as a coming attraction before a movie. These hunger campaigns have had a nation-wide impact – and established Palms for Life as a leading organization committed to fighting hunger and poverty in the US.

The Way Forward in 2012-2014

Program Strategy - Internal Capacity Building Plan - Operational Framework

1. Program Strategy

Six countries -- Seven Strategic Areas

(Projection: \$5,000,000 in program grants over 3 years)

In 2012-2014, Palms for Life will increase its impact by strategically narrowing its focus. Beginning in 2012, Palms for Life will limit its focus areas to food, water and education and will no longer support other development areas. Since its inception in 2006, Palms for Life Fund has funded programs in a range of social and economic development areas such as child/maternal health, microfinance and job training. Future interventions will potentially integrate such complementary programming in order to build projects that are holistic as possible (i.e. micro-finance for rural farming program). However, complementary programming will remain a secondary component to a primary program in food, water or education.

In 2012-2014, Palms for Life will exclusively work in countries where it has in-depth understanding of the local environment -- and where it has established unique partnerships with local organizations. This guarantees Palms for Life’s projects are of the highest quality and generate maximum impact and potential for scalability.

Within the areas of food, water and education, Palms will work in the following six countries:

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- Burkina Faso
- Ecuador
- Ethiopia
- India
- Mozambique
- Swaziland

Seven Strategic Areas

Palms for Life will focus on the following strategic areas in 2012-2014:

- 1) **New programs:** pursue and explore opportunities in key areas - food, water & education; replicate successful models to other Palms for Life focus countries.
- 2) **Ongoing programs:** sustain commitments and identify new partnerships and investments for additional complementary support (holistic strategy).
- 3) **Small-scale pilot programs:** test new program initiatives; apply monitoring & evaluation; focus on learning & innovation.
- 4) **Hunger in America:** mobilize awareness about Hunger in America by launching a new national film or writing contest called *Facing Up to Hunger in America* (building upon the 2009 successful film contest *Faces of Hunger in America*).
- 5) **For Life Projects:** expand platform by identifying new opportunities to engage consumers; find new perspective private sector participants.
- 6) **Communication and Visibility:** share our success stories; communicate project impact and inspire investment; facilitate dialogue between investors and local partners; organize field visits and sharing of expertise (i.e. US-based engineers working on Africa water projects). Seek partners to organize a national discussion about *How to eradicate poverty and hunger: now and for all and how to do it right*.
- 7) **Local capacity building:** further support and grow Palms for Life network of local partners; scale-up volunteer program – where young, qualified enthusiastic students help local partners implement, monitor and evaluate projects.

A major success was Palms for Life's 2010 USAID grant of \$1.9 million dollar for Swaziland. In addition to the added credibility the organization has gained, the grant has allowed Palms for Life to expand operations and strengthen internal infrastructure – which positions Palms for Life to manage larger grants going forward.

Program Grant Projection for 2012-2014

Taking this into account, Palms for Life's **projected goal for 2012-2014 is \$5,000,000.**

Country Breakdown:

- Burkina Faso – \$150,000
- Ecuador – \$600,000
- Ethiopia – \$750,000
- India – \$2,000,000
- Mozambique – \$1,000,000
- Swaziland – \$500,000 (in addition to considerable funding already committed for 2012-2013)

2. Internal Capacity Building Plan

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Projection: \$250,000 in capacity grants over 3 years

In order to continue to grow and accomplish the aforementioned Seven Strategic Areas, Palms for Life needs to strengthen its internal capacity by adding experienced talent in the following three areas:

Marketing & Communications: Need: Part-Time Marketing/Communications Expert

In addition to a new website launched at the end of 2011, Palms for Life will execute a robust communication plan to share our success stories and increase visibility within the business world, NGO community and philanthropic sector. This communication campaign combined with a revamped marketing/branding effort will have a profound effect on fundraising objectives. Social media will also be enhanced as a method to engage a wide net of supporters and enthusiasts, including a concentrated focus on young people (millennials).

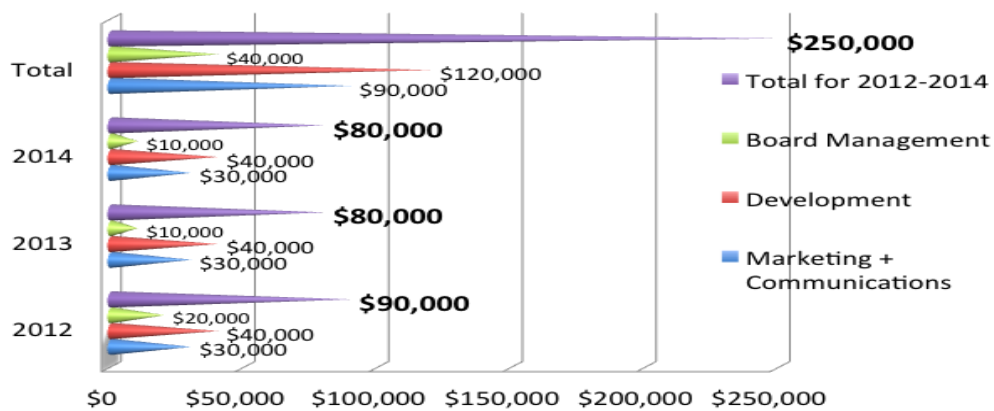
Development: Need: Part-Time Director of Development

Currently, Palms for Life works hand in hand with grant-writing specialists/consultants on large-scale opportunities. For grants under \$50K, Palms for Life usually allocates time and resources without outside assistance. However, as the size and number of grants has gradually increased in 2010 and 2011, there is a strong need for further grant writing support. This also extends to larger development support beyond proposal writing – including a need for an individual who can identify and cultivate relationships with a wide range of donors (individuals, foundations, corporations etc.).

Board Management Need: Non-profit strategy consultant (board recruitment, training, etc.)

Palms for Life Fund recognizes the need to add and more effectively engage its board members. Reinforced accountability and specific responsibilities will be introduced in order to create new opportunities for Palms for Life. Increased recruitment efforts are also needed to build a more diverse board with extensive networks and skills.

**Internal Capacity Building Plan by Year
Total for 2012-2014 = \$250,000**



3. Operational Framework

(\$1,350,000 operating costs over 3 years)

To date, Palms for Life has functioned and exceeded organizational expectations thanks to a combination of factors: 1) low operating costs/overhead; 2) cost-effective management; 3) highly subsidized services provided by its Executive Director and Program Officer; 4) use of interns; 5) volunteer work by “friends” of Palms for Life; and 6) Global Advisory Board.

However, at this point, in order to sustain its growth and strengthen its capacity, Palms for Life has projected an annual operating budget over the next three years of \$450,000 (totaling \$1,350,000). This figure covers Palms for Life salaries, consultant fees, rent and office expenses, travel costs and other administrative expenses.

How will 2012-2014 Operating Budget be generated?

1. \$1,025,000 direct fundraising
2. \$325,000 (7% indirect costs for program management services)

Summary of Needs and Projections

Palms for Life will raise **\$6,025,000** during 2012-2014 to meet operating budget needs and program fundraising objectives.



Why Palms for Life Fund is a unique anti-poverty organization

- Accountable & accomplished non-profit
- Dynamic leadership and expertise led by Hannah Laufer-Rottman
- Small-scale management structure (personalized project attention)
- Cost-efficient model (ensuring minimum 90% of project costs are spent on the ground)
- Innovative project models ideal for replication and scale (based on local capacities)
- Diversified impact – focuses on both small and large scale change (from the individual to the community)

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- Palms for Life projects respond to actual needs
- Palms for Life provides assurance to high-profile investors who prefer having an experienced and trusted US-based NGO take ownership of a project and oversee local partner activities

Palms for Life Fund works hand in hand – Palm in Palm - with the global poor. In the words of Founder and Executive Director Hannah Laufer-Rottman:

“The noble palm tree, symbol of renewal, serenity and joy, reminds us that by reaching out to others we can strengthen the lives of men, women and children around the world.”

Annex C



2012 Ongoing Projects and Funding Requirements

Palms for Life Fund selects projects that respond to real needs and have proven to be effective and have a lasting impact on people's lives. Our projects are implemented locally by reputable organizations that share our vision. All projects require urgent funding. **Help us make a difference!**

**Visit www.palmsforlifefund.org and make a tax-deductible donation, NOW!
And remember: it does not happen until... it happens!**

BURKINA FASO

Food Production by Rural Women in the Lake Bam Region, (Ongoing)

Location: Communities of Loulouka (Burkina Faso)

Executing Partner: APRODES

Participants: 500 rural women

Funding needed: \$75,000 (in average, \$150/person) ***Partly Funded***

The project is being implemented in different phases: increase the production of tomatoes and onions by engaging more and more women in this activity; increase the irrigation capacity to ensure higher productivity; provide micro-credit to allow for the purchase of agricultural inputs; fund the storage and conservation of the products to increase market value and opportunities. These actions, combined with training will allow participants to double their income and increase their livelihoods and the quality of their families' life. It is designed as a sustainable model.

ECUADOR

Cuéntamelo Todo - Education from the Streets (Ongoing)

Location: Quito, Ecuador

Executing Partner: Fundación Desarrollo Social y Hábitat (DS&H) and Fe y Alegría

Participants: 350 children

Funded in 2011 by BWB and a new request presented to BWB in 2012 for an additional \$15,000.

DS&H and Fe y Alegría are taking popular education to the streets. With a multidisciplinary approach and backed by a professional team of pedagogues, animators, a social worker and psychologists, Cuéntamelo Todo invites children aged 5 to 12 twice-weekly in Quito's old town on the Plaza San Francisco to take part in reading and recreational activities that seek, through a rights-based approach, to develop key life values. In addition to generating interest in readership, Cuéntamelo Todo also aims to create opportunities for children and their families to transform their realities through tailored social support and an individual referral system to specialized institutions.

ETHIOPIA

Construction of Wells in Drought Stricken Areas (Pending Funding)

Location: Lowland Bole zone of Oromiya

Executing Partner; Wako Gutu Foundation

Participants: 3,100 vulnerable households totaling 15,500 people

Funding needed: \$130,254

This project will establish a special alliance between a US Foundation and the community of engineers in the US and a local pastoralist organization in Ethiopia to fund the construction of 10 new water wells in rural areas of the Oromiya region in this country. New water wells will dramatically increase water supply in traditionally dry areas. As a result, participating communities will have better access to food and drinking water, and increased prospects for livestock and agricultural activities. The project includes training for local capacity building, environmental protection and sustainability. In the long-term, the project model can be scaled up and replicated to other rural communities.

INDIA

Enhancing Climate Resilience of Small Farmers through Biodiversity and Sustainable Agriculture for Greater Food and Water Security in Northern India (Pending Funding)

Location: Northern India- Bihar, Rajasthan, Uttarakhand, West Bengal and Orissa

Executing Partner: Navdanya

Participants: 500 individual farmers

Funding needed: \$2M for 3 years (submitted to USAID in 2011)

The project will improve food and water security of small and marginal farmers by enhancing their climate resilience through sustainable agricultural practices and integrated water management systems. The project will

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transform 500 participating farmers, at least half of whom will be women, into core project leaders who will apply and disseminate these practices in their communities; and establish community seed banks and nurseries to collect and distribute bio-diverse climate-resilient agricultural inputs.

Mozambique

Food Production with Small Farmers Focusing on Women

Location: Beira Corridor

Executing Partner: Foundation for Community Development

Participants: 5,000 rural women and their families

Funding applied for: \$,773,144 for 3 years from AGRA

The project will be implemented by the Foundation for Community Development in partnership with AGRA. It will concentrate on the Beira Corridor, an area with a significant agricultural potential and will provide participants with technical assistance, credit and other inputs to drastically increase their income from agricultural activities.

SWAZILAND

Water Supply and Sanitation for School Gardens and Food Security (Ongoing)

Location: Countrywide

Executing Partner: Palms for Life Fund

Participants: 42,000 schoolchildren in 120 public schools and their families

Funding needed: \$1,993,600 for 3 years. ***Fully funded!***

The project is executed by Palms for Life Fund. It implements a comprehensive scaling up of water harvesting/storage structures and sanitation systems in primary and secondary schools and rehabilitation (in some cases, installation) of school gardens. By improving water access, supply and sanitation in schools, a transformative process can occur in the areas most critical to children and their families: improved health, hygiene, livelihoods, education and most critically, enhanced food security.