



A WORLD OF HOPE

CARE CANADA ANNUAL REPORT 2015-2016



care[®]

NEPAIRE PARK



care

OUR MISSION

CARE works around the globe to save lives, defeat poverty and achieve social justice.

OUR VISION

We seek a world of hope, tolerance and social justice, where poverty has been overcome and all people live with dignity and security.

OUR FOCUS

We put women and girls in the centre because we know that we cannot overcome poverty until all people have equal rights and opportunities.

OUR WORK

— Together with local partners, CARE focuses on: —

Humanitarian Action:

Preparing for disaster and crisis, immediate life-saving humanitarian response and early and long-term recovery.

Food, Nutrition and Resilience to Climate Change:

Sustainable access to healthy food and helping people adapt to the negative effects of climate change.

Sexual, Reproductive and Maternal Health:

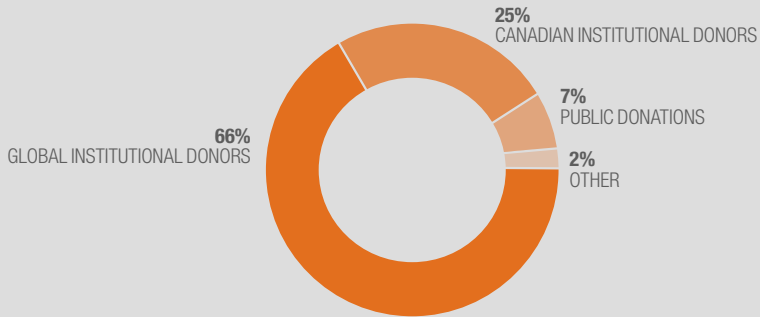
Women and girls exercise their rights to sexual and reproductive health.

Women's Economic Empowerment:

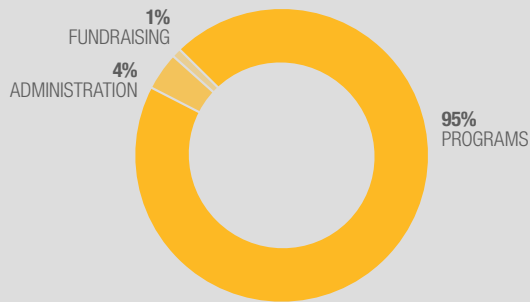
Women increasing their right to economic resources and the power to make decisions that impact their lives.

Our programming also includes work to stop gender-based violence and child marriage; create education opportunities; and promote clean water, hygiene and sanitation solutions.

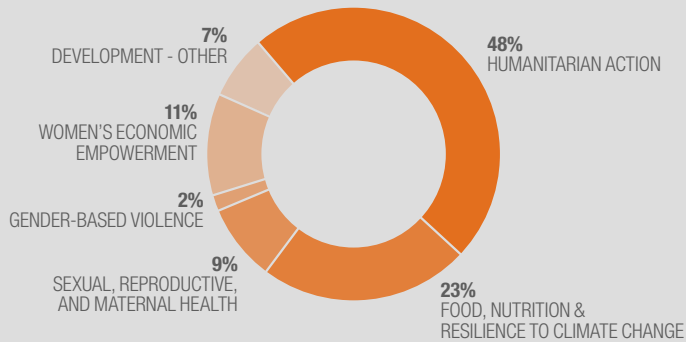
Where our money comes from



How our money is spent



How our international program dollars were spent



With your support, in fiscal year 2016 CARE reached more than

80 MILLION PEOPLE

This includes

+11 MILLION

*people affected by natural disasters
and humanitarian crises*

+69 MILLION

*people with development projects and
initiatives*

CARE worked in

94 COUNTRIES

OF THIS NUMBER, CARE CANADA MANAGED PROJECTS AND SUPPORTED EMERGENCY OPERATIONS IN 39 COUNTRIES.

CHANGE TOGETHER



GILLIAN BARTH, PRESIDENT AND CEO



KEN SUNQUIST, CHAIR OF BOARD OF DIRECTORS

In the past year, Canadians showed the world a national mobilization to help Syria's refugees. This country opened its doors to welcome new neighbours, despite whatever differences may seem to exist.

Amidst darkness, it really was a shining moment of humanity that made us all proud.

If we want to influence a world facing conflict, poverty and climate change, we must be motivated by such acts of kindness and willingness to work together. For CARE, a failure to operate in such a fashion would not only be irresponsible, it would be a disservice to those we are trying to reach.

Responding to today's challenges requires an approach that blurs the line between traditionally separate development and humanitarian endeavours. This means emergency efforts that look beyond life-saving support to helping people move forward to be able to thrive, not just survive, despite persistent conflict and recurrent disasters.

It also means ensuring development programming can swiftly adjust to a major crisis and yet still maintain a long-term outlook.

Perhaps most importantly, we must be certain that our programs enable people to be more resilient and better prepared so our achievements can continue to be built upon rather than lost entirely should tragedy strike.

All of this comes with a firm commitment to put women and girls at the heart of our efforts because we know we cannot overcome poverty until all people have equal rights and opportunities.

The following pages will provide you with a snapshot of how CARE worked towards these ends in the past year. Whether it is in our response to the Syria crisis, helping families deal with drought in Ethiopia, or building resilience through savings groups and long-term programming, we must come together with local communities to deliver change that lasts.

Of course, none of this would be possible without a reservoir of goodwill and generosity from our donors, partners, volunteers and tireless staff who truly see beyond the darkness.

It is for this reason we remain inspired and have unrelenting hope for a better world.

Thank you.

EXPERT ADVICE

We want our impact to extend far beyond the communities in which we work. We use the evidence, learning and innovation from our programs to drive broader social change, at significant scale.

In the past year, CARE experts provided critical insight to politicians, high-level government officials from Canada and abroad, journalists, academics, and Canadians across the country.

As an example, CARE Canada was invited to the House of Commons Standing Committee on Foreign Affairs and International Development in March 2016 to share our recommendations as parliamentarians studied the issue of Women, Peace and Security. We were asked again to this committee a few months later to comment on the Canadian government's countries of focus for bilateral development assistance.

We also took a leadership role in convening a collection of Canadian organizations for a special event on Parliament Hill to highlight the issue of forced displacement as part of the Humanitarian Coalition's World Refugee Day campaign.

CARE experts also spoke to journalists and contributed commentary to leading publications on topics ranging from climate change, refugees, food security and Canadian international assistance.

As the fiscal year came to a close in June 2016, CARE Canada's team, alongside experts from across the CARE International confederation, were busy attending several consultations and producing a wide-ranging submission for the Government of Canada's International Assistance Review, which we hope will help guide this conversation moving forward.

CARE's expertise and experience delivering effective programming abroad is playing a valuable role in shaping public awareness and pushing for better policies that affect the people we serve.

None of this would be possible without the voices of those we are working to reach. Indeed, their perspectives should guide international development and humanitarian initiatives as a whole.



RESPONDING TO PROLONGED CRISIS

*With your support, CARE has reached more than **two million** people in response to the crisis in Syria.*

Haunting imagery forced the world's attention to the Syrian crisis like never before.

Thankfully, Canada was motivated to act.

Canadians donated to support CARE's efforts to expand our operations in response to the Syria crisis and also joined us in welcoming new Syrian friends. More than five years into this crisis, CARE has reached over two million people in Jordan, Lebanon, Turkey, Egypt and inside Syria. At the same time, we have expanded our operations further to reach displaced people in Iraq and assist those travelling through the Balkans seeking better lives elsewhere.

With conflict ongoing and Syria's once burgeoning cities left in ruins, we know displaced people require assistance far beyond immediate life-saving interventions. Meanwhile, this influx of people also places strain on those communities generously supporting and welcoming refugees.

CARE's work in the region surrounding Syria has shifted from a focus on purely life-saving interventions to efforts that help families get back on their feet in the longer-term. For example, thanks to the support of the Government of Canada, CARE is helping vulnerable Jordanian families and Syrian refugees develop new skills and job opportunities through training programs while assisting community groups to manage micro-loans to help set up small businesses. We are also working in Lebanon to improve local infrastructure and water systems to benefit entire neighbourhoods.

While conflict puts women and girls at considerable risk, women in Syria and the surrounding region are also leading relief and recovery efforts, and taking on increasing responsibilities inside and outside of the house. CARE is working with local women-led organizations to support shifts in gender dynamics and to enable women and girls to be real agents of change.

This is not a traditional emergency response, and relies on CARE's broad experience gathered over 70 years to not only provide life-saving assistance, but also deliver programs aimed at bringing about lasting change.



A SEAMLESS ROLE

*Through CARE, you helped more than **one million** people affected by drought in Ethiopia.*

While ongoing emergencies require a shift in humanitarian focus, it is also critical to have the ability to adapt existing long-term development to swiftly respond to crisis.

It was late fall 2015 and lower than average rainfall as a result of the El Nino weather phenomenon had triggered extreme and widespread drought throughout Ethiopia. Upwards of 10 million people were estimated in need of food assistance.

At this time, CARE Canada had been active in Ethiopia on a number of development projects focused on gender equality, food and economic empowerment. In 2015, we completed a significant maternal and child health project and were preparing for a new nutrition-focused project to be launched in the coming spring.

Despite significant gains made in the past, the drought threatened to undo this success. And so CARE Canada's emergency and development teams worked together to adapt programming to meet the immediate needs with the hope of soon returning to long-term development.

We were very familiar with those communities seeing water points dry up, crops die and facing the growing threat of malnutrition. With the flexible support of our donors, CARE was able to shift our ongoing work to respond to this emergency.

Over the coming months, long-term development projects were able to provide thousands of households with drought-resistant seeds to grow

maize, sorghum, wheat and beans. Meanwhile, CARE Canada village savings and loan associations established long before the drought, provided a crucial safety net allowing women to access critical funds to meet their immediate needs.

This complemented humanitarian interventions to help malnourished people with nutrition assistance and provide clean water, hygiene and sanitation support.

CARE was able to help more than one million people. This emergency response was aided thanks to years of development work in Ethiopia. For example, Fatouma Soumana, a gender specialist with CARE's rapid emergency response team, later noted that emergency gender experts were able to build upon longstanding efforts to promote gender equality as part of this response.

It was an important reminder of the seamless role humanitarian and development programs must play if we really want to help people in greatest need whether in times of stability or crisis. To those most affected by tragedy, there cannot be a divide.



East Hararghe, Ethiopia





External evaluations confirmed that participants in CARE's Government of Canada-funded Food Sufficiency for Farmers project demonstrated greater resilience to drought. In addition, the Ethiopian government has recognized the important contribution of CARE's village savings and loan association approach (pictured here) and plans to scale up the CARE model to reach 10 million people. CARE also worked with Haramaya University and the Ethiopian Office of Agriculture to develop community initiatives to produce drought-resistant high-yielding seeds. Based on the positive response from farmers and local authorities, CARE hopes to continue to work with the government to spread these efforts across the country.

THE RESILIENCE LINK

In 2012, CARE Canada embarked on an ambitious project across four countries with one common goal: to improve livelihoods and the resilience of vulnerable women, girls, men and boys.

YOUR SUPPORT SAVED LIVES, AS ONE MAN TOLD OUR TEAM IN ETHIOPIA:

“If the project was not implemented before the current drought, we all would have died. My family members and I survived because of the support of this project. We used our livelihood assets and cash we gained from the project and saved our lives during this difficult period in life.”

Formally titled *Linking Initiatives, Stakeholders and Knowledge to Achieve Gender-Sensitive Livelihood Security* (commonly referred to as LINKAGES), this project was funded by the Canadian government alongside generous donors from across Canada.

Between 2012 and 2016, CARE reached 37,000 people in Bolivia, Mali, Ghana and Ethiopia.

While each country took a somewhat different approach, they all sought to reduce the vulnerability of families and increase their ability to cope with inevitable setbacks and shocks.

Building resilience requires developing the conditions to improve equality. Both men and women should have a chance to thrive – in good times and bad.

This was the theory underpinning LINKAGES.

In Bolivia, this meant addressing the barriers that deny women the opportunity to earn a living. It

was a strategy that was so successful that the national government incorporated CARE's gender equality approach to local economic development and spread it across the country.

Growing savings were also important to project activities in the other three countries. It helped one family ward off disaster as the quote above attests from Ethiopia during the El Nino drought.

CARE's team also placed an emphasis on helping communities develop sustainable food solutions – leaving people better prepared in case of trouble.

Mali sits in the Sahel region of West Africa and is highly prone to food shortages from the harsh climate. Local women approached our project team with an idea: they wanted to develop cereal banks to be better prepared for the coming lean season.

They received grants through the CARE project, which they used to set up banks to store their

food. Farmers would set aside extra harvest, which could then be sold back to local residents at reasonable rates during the lean season when prices tend to increase dramatically. In addition, an extra emergency stock was stored to support households with malnourished children, pregnant women and lactating mothers.

This was the first time ever that cereal banks were organized and managed by women at the community level in Mali. And they definitely saved lives during a longer than normal lean season in 2014.

While LINKAGES was not an emergency-themed project, it certainly operated in communities facing looming challenges and needed to help people be ready for danger.

If we truly wish to reach the most vulnerable, this is what international development will look like in the years ahead.

Right: A proud couple holds vegetables grown on their farm in Iloilo province in the Philippines. With the support of the Government of Canada and alongside local partners, CARE continues to help families affected by Typhoon Haiyan, which devastated the country in November 2013. Our work now focuses on training to help people earn money. CARE also looks to build links with financial sectors and businesses so new entrepreneurs can better access markets and sell the fruits (or in this case vegetables) of their labour.





WE CARE

It is the people behind CARE – our volunteers, our donors, our staff near and far – that are driving change.

We are CARE because you care about the world beyond and the impact we can have together.

In fiscal year 2016, CARE Canada employed 86 professionals in Canada and a further 1,028 in the country offices we manage in Chad, Cuba, Indonesia, Kenya, Zambia and Zimbabwe. They worked alongside thousands more on CARE Canada projects and emergency operations in over 30 countries.

In 2016, we marked 25 years since the Dadaab refugee camps in northeastern Kenya opened to support the influx of refugees from Somalia. CARE was one of the first aid agencies working here and we haven't left. We continue to help thanks to the efforts of people like Siyado Abdi Muhamed, a CARE refugee water quality monitor.

Each comes with their own motivation to help.

She shared with us the following:

"I came to Dadaab in 1992 from Kismayo in Somalia. I was very young when I came here. My father died back in Somalia and my mother died here. I don't know Somalia at all. All I hear is that there is war and fighting there. I've never gone beyond Dadaab."

"I have worked in a few different jobs including teaching assistant, but this is my favourite work. I've learnt a lot of things with this job, like how to treat water and proper hygiene practices. I have taught my children and other children how to pass on the message of things like hand washing. Even my neighbours - I advise them if I see them doing things wrong. I use the money I make from this job to buy food, clothes and medication for my family."

SIYADO ABDI MUHAMED,
A CARE REFUGEE WATER QUALITY MONITOR

PARTNERS

Our goals are far too ambitious to achieve alone. That's why we partner with local organizations that know their communities best and will continue to help long after our projects end. In 2016, CARE applauded a commitment at the World Humanitarian Summit to increase our partnerships with local actors, recognizing that this is the root of sustainable change in the places we work.

We also look to share and engage with Crown corporations, civil society coalitions and academic institutions in Canada. While the list

continues to grow, the following is a sample from last year:

Canadian Coalition on Climate Change and Development; Canadian Council for International Co-operation; Canadian Food Security Policy Group; Canadian Network for Maternal, Newborn and Child Health; Carleton University; Devonshire Initiative; Export Development Canada; Humanitarian Coalition; Humanitarian Response Network; McGill University Global Food Security Institute; and York University.

Whether they are taking the Walk In Her Shoes challenge or building a coalition of Canadian philanthropists, our donors and volunteers lead the way in showing how powerful we can be together.

WALKING IN SOLIDARITY

They wore orange. They cheered. They stepped up for women and girls worldwide.

Hundreds of women and men, boys and girls gathered for Walk In Her Shoes events in Calgary, Vancouver and Kelowna, B.C. to mark International Women's Day in March 2016.

It was part of a global CARE initiative where thousands of participants take on the challenge of walking 10,000 steps each day over the course of a week, to experience the distance too many women and girls must walk for food, water or other basic needs.

Overall, CARE Canada raised a total of \$160,000 thanks to the tireless efforts of dedicated volunteers in all three cities.

The momentum for Walk In Her Shoes is growing in Canada. The passion, energy and enthusiasm of our volunteers helped CARE spark an important discussion with Canadians through these events along with news reports and social media. We look forward to building on this success in 2017.



Calgary, Alberta

SHOWING CANADIANS CARE

Two years ago, we launched our Canadians Care campaign to mobilize Canadians behind CARE's mission to reach the most vulnerable people with life-saving and life-changing support.

In 2016, thanks to the generosity of so many, we successfully raised \$3.6 million, allowing us to deliver on programming for more than 2.5 million men, women, and children in Bolivia, Ethiopia, Ghana, Malawi, Mali, Tanzania, and Zimbabwe, as well as those touched by disaster.

Such philanthropy has not only contributed to this success, it has allowed us to expand on this work and launch new projects that will reach millions more.

Our deepest gratitude goes out to all those who helped us achieve such results, particularly our volunteer fundraisers, led by Douglas Stollery and the Hon. John P. Manley. You have proven that Canadians really do care.

FINANCIAL

In thousands of dollars.

As at June 30, 2016.

*THIS IS AN UNAUDITED SUMMARY OF THE STATEMENT OF OPERATIONS. PLEASE REFER TO OUR WEBSITE AT CARE.CA/ANNUALREPORTS FOR OUR COMPLETE SET OF AUDITED FINANCIAL STATEMENTS, INCLUSIVE OF NOTES.

SUMMARY OF UNAUDITED STATEMENT OF FINANCIAL POSITION*	JUNE 30, 2016	JUNE 30, 2015
ASSETS		
CASH AND CASH EQUIVALENTS	38,539	35,157
OTHER CURRENT ASSETS	12,943	9,449
CAPITAL AND OTHER LONG-TERM ASSETS	4,273	4,442
<i>TOTAL ASSETS</i>	<i>55,755</i>	<i>49,048</i>
LIABILITIES		
ACCOUNTS PAYABLE AND OTHER CURRENT LIABILITIES	6,067	5,875
DEFERRED CONTRIBUTIONS	42,814	36,143
LONG-TERM LIABILITIES	559	818
<i>TOTAL LIABILITIES</i>	<i>49,440</i>	<i>42,836</i>
FUND BALANCES, END OF YEAR		
ANNUAL FUND (UNRESTRICTED)	2,275	2,248
ANNUAL FUND (INVESTED IN CAPITAL ASSETS)	3,126	3,050
EXTERNALLY RESTRICTED - VENTURE AND EMERGENCY FUND	914	914
<i>TOTAL FUND BALANCES</i>	<i>6,315</i>	<i>6,212</i>
<i>TOTAL LIABILITIES AND FUND BALANCES</i>	<i>55,755</i>	<i>49,048</i>

SUMMARY OF UNAUDITED STATEMENT OF OPERATIONS*	2016	2015
REVENUE		
FUNDRAISING	9,201	9,656
CANADIAN FUNDED	35,442	37,170
GLOBALLY FUNDED	36,902	38,022
CARE INTERNATIONAL MEMBERS	56,566	34,755
INTEREST AND OTHER INCOME	2,499	2,020
<i>TOTAL REVENUE</i>	<i>140,610</i>	<i>121,623</i>
PROGRAM EXPENSES	134,027	113,910
SUPPORT SERVICES	6,481	7,243
<i>TOTAL EXPENSES</i>	<i>140,508</i>	<i>121,153</i>
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES	102	470
FUND BALANCES, BEGINNING OF YEAR	6,212	5,742
<i>FUND BALANCES, END OF YEAR</i>	<i>6,314</i>	<i>6,212</i>



Azraq refugee camp, Jordan

CARE CANADA BOARD OF DIRECTORS

FOR THE PERIOD OF JULY 2015 TO JUNE 2016

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Catherine Clark

Piers Cumberlege

Lorne Hepworth

Diane Joly

Michael Kontak

Roger Larson

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Mara O'Brien James, Vice President of Organizational Effectiveness

Sylvie Madely, Vice President of Fundraising, Marketing and Communications

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CARE CANADA

Defending Dignity. Fighting Poverty.

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