



LEADING CHANGE

CARE CANADA ANNUAL REPORT 2016-2017



OUR MISSION

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

OUR VISION

We seek a world of hope, inclusion 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.

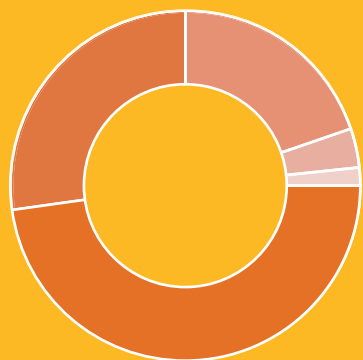
OUR WORK

Together with local partners, CARE focuses on:

- Humanitarian action
- Food, nutrition and resilience to climate change
- Sexual, reproductive and maternal health and a life free from violence
- Women's economic empowerment

With your support last year, CARE reached more than

62.9 MILLION PEOPLE



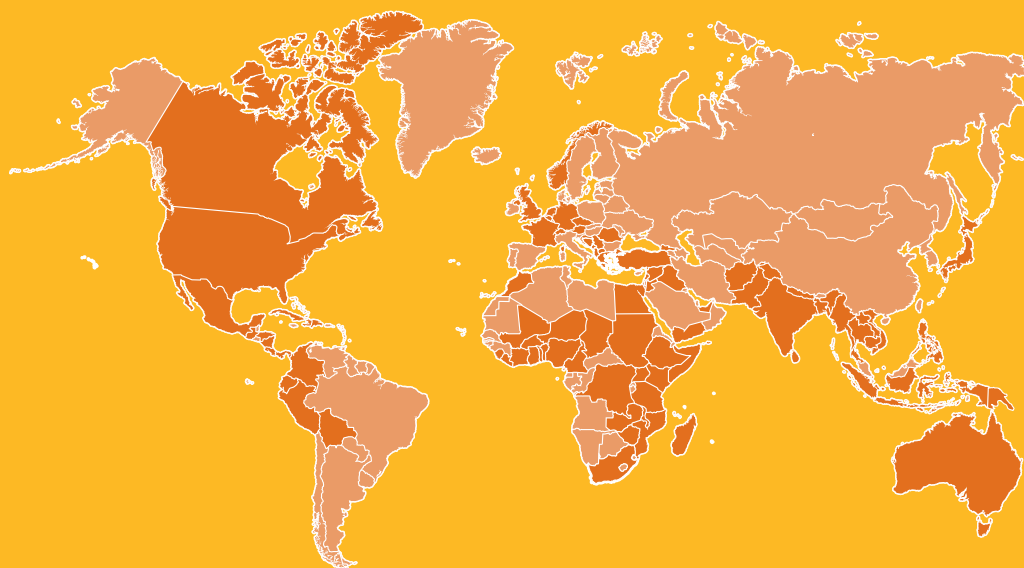
This includes...

- 33.6 million - Sexual, reproductive & maternal health
- 18 million - Food, nutrition & resilience to climate change
- 14 million - Humanitarian response
- 2.6 million - Women's economic empowerment
- 1.2 million - To live a life free from violence

CARE International worked in

93 COUNTRIES

Of this number, CARE Canada operated in 44 countries



CARE Canada employed

919 PEOPLE WORLDWIDE



- 89 people - Canada
- 830 people - Chad | Cuba | Indonesia | Kenya | Zambia | Zimbabwe

A CATALYST FOR CHANGE



GILLIAN BARTH
President and CEO



KEN SUNQUIST
Chair of the Board of Directors

The past year saw famine in South Sudan and hunger crises in Somalia, Yemen and Nigeria. Deadly hurricane winds pounded vulnerable islands in the Caribbean. Violence uprooted thousands of families, joining millions more who live as refugees.

While CARE Canada's humanitarian team was responding to unrelenting demands, our long-term development efforts continued in parallel, targeting the underlying causes of poverty. Our work would have been impossible without the strength of our local partners, through whom we worked, to improve the health and prosperity of their communities for generations to come.

This emphasis on local is critical, as it guides our efforts from the village level to the broader structure of the CARE International confederation. In 2017, we celebrated the 50th anniversary of CARE Indonesia, which CARE Canada has long helped manage. Moving forward, we are proud to see our friends in Indonesia take the final steps to becoming a fully independent member of the CARE family as a national organization.

Amidst these developments, in June 2017, the Government of Canada released a new international assistance policy.

CARE was a leading voice advocating for a strategy that places a real emphasis on women and girls. We know you cannot make a difference fighting poverty unless women and girls have equal rights and opportunities. We greeted the Government of Canada's Feminist International Assistance Policy with excitement and optimism for the potential it could unleash.

Our experience has shown that when given equal opportunities, women and girls can drive change for all. They can lead, despite unimaginable hardship. They are at the vanguard facing climate change right now. Together with men and boys who are working to level the playing field and change the narrative, they will be amongst the leaders of tomorrow.

The following pages will touch upon these themes and illustrate how fighting poverty rests on the strength and resilience of women, men, girls and boys seeking a better life.

We must also acknowledge that our success is bolstered by you, our dedicated network of supporters.

Our work would not be possible without our international partners – the Government of Canada, UN agencies, foundations, academic institutions and the private sector. All of which are instrumental to CARE's work and with whom we are keen to strengthen our relationships further. We would also like to extend our deepest gratitude to our donors, advocates, volunteers and staff. Your passion propels us forward.

While the past year has been challenging, we remain hopeful as we were able to touch the lives of so many. With your support, we served as a catalyst to help those truly leading change.

Thank you.



WALK IN HER SHOES

In 2017, CARE supporters in Ottawa, Vancouver, Calgary and Kelowna, B.C., braved cold and freezing rain to show their support for women worldwide and raise critical funds through CARE Canada's Walk In Her Shoes challenge. While our supporters stepped up, CARE experts also spoke out last year to Parliamentarians, government officials, journalists, and Canadian and international audiences to advocate for social justice.



Sophie Grégoire Trudeau with CARE Canada President and CEO Gillian Barth in Ottawa.



LEADERS IN CRISIS



It may be hard to fathom that in crisis positive change can blossom. Yet we have seen women step forward to show incredible leadership in the darkest moments.

The conversation about humanitarian crises and emergencies seems to stop short in describing the role of women and girls, focused more on vulnerability and less their strength and capability. While it's true they face great risk – physically, financially and emotionally – their ability as first responders, entrepreneurs, and advocates for change is too often overlooked.

Despite the chaos and extreme difficulty in humanitarian crisis, there are opportunities for women to step into leadership roles in their community.

Amidst the devastating conflict in Yemen, women have told us more husbands appreciate their wives' contribution to supporting their families. It is also now more culturally acceptable for women to be employed.

"My husband lost his job due to the war in Yemen. Now I spend all my income on the family. I also joined a new organization that helps families in my village to increase their incomes. All this gives me more power to influence decision-making in my village," said a woman named Hamida.

Our experience has shown us that during times of crisis, women will do whatever they can to face adversity. As a humanitarian agency, CARE must ensure we are responsive to the needs of women and girls and help them take charge in overcoming barriers to recovery.

The Canadian government took a major shift last year in its programming that gave us the ability to do this.

Funding for emergencies is often short-term, lasting three months to a year. While appropriate for sudden emergencies, it is less effective for long-term, protracted crises in places like Syria, Yemen or South Sudan.

Together with the Government of Canada, CARE launched eight new multi-year projects in the Middle East and Africa that will reach more than 500,000 people.

A longer time frame will allow us to better build the capacity of local partners (particularly women-led organizations) and strengthen the resilience of communities. It will also aid efforts to promote gender equality and give women a chance to lead their own recovery.

"Women [in Syria] now know they can do anything – but they learned this lesson the hardest way possible," one Syrian woman told CARE's team.

Responding to crisis is much more than meeting urgent life-saving needs, it relies on harnessing such strength to lead a new way ahead.

With your support, CARE Canada's emergency team was active in more than 20 countries between July 2016 and June 2017. This included Iraq, Nigeria, Somalia, South Sudan, Syria and Yemen.

FACING CLIMATE CHANGE TODAY



It is easy to get lost in the technical discussions of climate change. But for too many women farmers, the meaning is clear as extreme weather affects their ability to cope.

The world's poorest one billion people are responsible for just a tiny percentage of global greenhouse gas emissions, yet they absorb the bulk of the costs of climate change. Severe or abnormal weather can devastate crops and livestock, triggering hunger and malnutrition. Families cannot produce enough nor buy the food they need, as agriculture remains their primary source of both food and income. These farmers, the majority who are women working small plots of land, are particularly vulnerable as they are often ill-prepared to cope with unpredictable weather patterns.

Climate change is not an issue that will be felt generations later. It is their reality right now.

Ethiopia is a clear example of where the climate change risk is very real. Agriculture is the foundation of Ethiopia's economy. The majority of Ethiopians rely on rain for their livelihoods as smallholder farmers or pastoralists and are highly vulnerable to frequent droughts and floods that affect the country.



Funded by the Government of Canada, CARE's Food Sufficiency for Farmers project operates in parts of Ethiopia that face chronic food challenges. The project works to increase food production and quality in harsh climates while diversifying economic opportunities so people are not overly dependent on one source of income. Ensuring people are more resilient to weather shifts is a critical underlying theme.

Village savings and loan associations established through this project allow participants, mostly women, to save and access money during hard times. These groups also supply members with drought-resistant seeds, capital for starting or developing a small business, and training so their livelihoods can better withstand harsh weather.

At the same time, CARE also created school environment clubs, giving students a chance to learn how to adapt to climate change and be better prepared for the future. Girls and boys have been excited to share their learning, and are creating a "ripple

effect" as they influence their families and broader community members to take up new practices to protect the environment. At some schools, demonstration gardens proved fertile ground to show good water conservation practices.

Helping the world's poorest people adapt to climate change is a matter of social justice.

Ask these students and they will tell you more global efforts are needed to limit climate change into the future. At the same time, helping the world's poorest people adapt to a changing climate is a matter of social justice today.

FUTURE POTENTIAL



Name:
Charlotte Dushimirimana

Age:
24

Location:
Kayanza, Burundi

Occupation:
Student & Entrepreneur

Charlotte Dushimirimana's community thought she was silly when she decided to start a taxi business. The young woman from Kayanza, Burundi needed money. Her father died and her mother couldn't earn enough to pay school fees or fully feed Charlotte and her brothers.

In 2014, Charlotte joined a CARE-run village savings and loan association where she learned financial and small business skills, and gave her the confidence to take on roles previously confined to men.

This gave her an idea: she could become a bicycle-taxi driver, a job typically reserved for men and boys.

But first, she needed a bike.

Charlotte took a loan from her savings group to buy and sell bananas. When she earned the equivalent of \$50, she bought a bicycle and started transporting passengers and goods.

Any discussion of leadership in this report would be remiss without mentioning the incredible potential of young women the world over. They will become the leaders of tomorrow.

Charlotte is just a single example of a determined young woman eager to take charge of her life. We met her through

CARE Canada's Promoting Economic Opportunities for Women's Empowerment in Rural Africa (POWER Africa) project across Burundi, Cote d'Ivoire, Ethiopia and Rwanda. In partnership with the MasterCard Foundation, POWER Africa aims to reach 480,000 people in rural areas, the majority women and girls, with economic opportunities.

The young women have proven themselves innovative, quick-learners and willing to take calculated risks. They are dynamic. They have a strong capacity for financial education, business, and money management. They apply these skills to start smaller but higher-risk, more lucrative, and diverse businesses than older women.

They have gained the confidence to challenge gender norms and the skills to invest in areas traditionally reserved for men's control and ownership: buying land; building or buying houses, cows, small animals, bicycles, motorcycles, sewing machines; and paying for their own and their family members' education.

Through their business expansion, young women are also creating jobs in their communities – many of them employing men and boys – again overturning gender norms and demonstrating that women's leadership and business management can be just as strong as men's.

When Charlotte first kicked off her taxi business, boys in the industry thought she would soon abandon the idea. Some girls told her to quit, that she would not be able to find a husband if she spent so much time with bicycle-taxi boys.

At last we checked, Charlotte, now 24 years old, is still studying and running her banana and taxi businesses outside of school hours. With her profit, she has purchased seven goats for a new business. Charlotte says her CARE savings group taught her to manage her assets to make profitable business decisions.

With space and support, girls are able to think beyond society's expectations of them: purchasing land, employing men, attending university, and delaying marriage. And yes, growing to become the leaders of tomorrow.



A CARE village savings and loan association allows women to save money and it also serves as an important venue for training on business skills and leadership.



NUTRITION

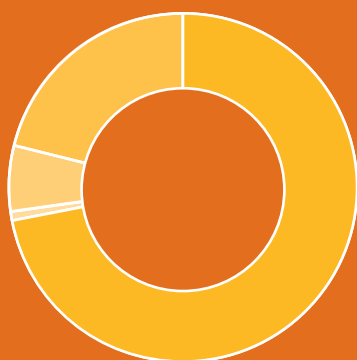
Hunger and malnutrition are not accidents. They are the result of injustice and inequality, whereby women are often denied the right to nutritious food. From household to global levels, inequality between men and women shapes access to food and the resources to grow and buy it.

A human rights approach to women's access to food is the foundation of CARE's gender transformative nutrition programming. In 2016, CARE Canada launched a comprehensive nutrition program in Ethiopia, Malawi, Mozambique and Zambia. With the support of the Government of Canada and our generous donors, CARE and partners are working to improve the nutrition of women of reproductive age and children under five. CARE Canada's country office in Zambia also leads the national Scaling Up Nutrition movement in Zambia and is part of a broader effort to improve nutrition across Southern Africa.



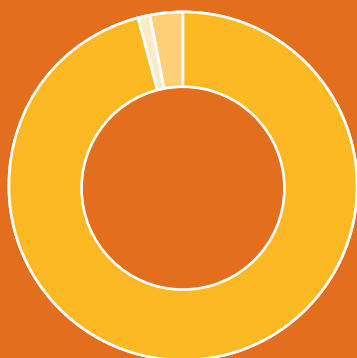
FINANCES

As at June 30, 2017



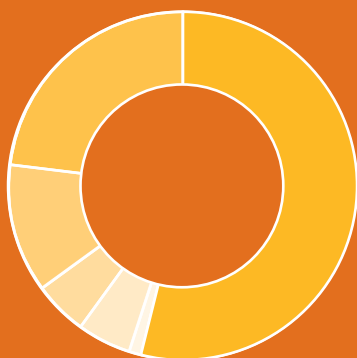
Where our money comes from

	Global Institutional Donors 72%
	Canadian Institutional Donors 21%
	Public Donations 6%
	Other 1%



How our money is spent

	Programs 96%
	Administration 3%
	Fundraising 1%



How our international program dollars were spent

	Humanitarian Action 54%
	Food, Nutrition & Resilience to Climate Change 23%
	Women's Economic Empowerment 12%
	Sexual, Reproductive & Maternal Health 5%
	Other 5%
	Gender Based Violence 1%

Summary of Audited Statement of Financial Position*

(in thousands of dollars)

ASSETS

Current Assets

Cash and Cash Equivalents	42,514	38,539
Other Current Assets	10,387	12,943
	52,901	51,482

Capital and Other Long-Term Assets	4,144	4,273
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Total Assets	57,045	55,755
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LIABILITIES

Current Liabilities

Accounts Payable and Other Current Liabilities	7,574	6,067
Deferred Contributions	42,662	42,814
	50,236	48,881

Long-Term Liabilities	314	559
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Total Liabilities	50,550	49,440
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FUND BALANCES, END OF YEAR

Annual Fund (Unrestricted)	2,825	2,275
Annual Fund (Invested in Capital Assets)	3,261	3,126
Externally Restricted - Venture and Emergency Fund	409	914

Total Fund Balances	6,495	6,315
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Total Liabilities and Fund Balances	57,045	55,755
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Summary of Audited Statement of Operations*

REVENUE

Fundraising	10,108	9,201
Canadian Funded	37,459	35,442
Globally Funded	30,831	36,902
CARE International Members	94,371	56,566
Interest and Other Income	2,062	2,499

Total Revenue	174,831	140,610
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PROGRAM EXPENSES

SUPPORT SERVICES	7,248	6,480
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Total Expenses	174,651	140,508
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EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES

	180	102
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FUND BALANCES, BEGINNING OF YEAR

FUND BALANCES, END OF YEAR	6,495	6,314
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* This is a summary of the audited financial statements. Please refer to our website at www.care.ca for our complete set of audited financial statements, inclusive of notes.

CARE CANADA BOARD OF DIRECTORS

For the period of fiscal year 2017 (July 2016 until June 2017)

KEN SUNQUIST

Chair Of The Board Of Directors

CLARENCE CHENG

CATHERINE CLARK

PIERS CUMBERLEGE*

PAUL DRAGER

LORNE HEPWORTH*

AMY JAREK

DIANE JOLY

MICHAEL KONTAK

ROGER LARSON

SHAHID MINTO

SAROSH NANAVATI

HILARY PEARSON

SUSAN SMITH*

DOUG STOLLERY

VICTOR THOMAS

HELEN WESLEY

JANET YALE*

**Retired from the Board in 2017*

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Page 10: JUSTIN BASTIEN

Page 12: MICHAEL TSEGAYE

Page 13: CARE ETHIOPIA

Page 14-15: CARE BURUNDI

Page 16-17: DARCY KNOLL

Page 21: CHRISTINA HOLLAND



“Overcoming poverty is not a task of charity, it is an act of justice. Like slavery and apartheid, poverty is not natural. It is man-made and it can be overcome and eradicated by the actions of human beings. Sometimes it falls on a generation to be great. You can be that great generation. Let your greatness blossom.”

-Nelson Mandela

CARE CANADA

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CARE Canada



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CARE Canada charity registration number: 11883 8333 RR0001