



CARE Canada  
**2023 Annual Report**



**Localization is key**





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Laura Noel/CARE

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## Letter from the Chair of the Board

Later this year, after a decade, I will finish my tenure on the CARE Canada Board. I reflect on my time serving in this capacity with deep gratitude. Our collective efforts have made a significant impact in the lives of hundreds of thousands of women and girls worldwide this past year. We do this by:

### 1. Empowering Women and Girls

Throughout the past fiscal year (July-June), CARE Canada has continued to champion gender equality. We have witnessed firsthand how our programs empower women and girls, enabling them to lead change in their communities. From providing access to education and healthcare to promoting economic independence, our initiatives have transformed lives.

### 2. Resilience in Times of Crisis

Amid global challenges, CARE Canada has stood strong with our humanitarian support. Whether responding to natural disasters, conflict, or health emergencies, our organization has been at the forefront. We have delivered life-saving aid, ensured food security, and supported vulnerable populations. Our commitment to resilience remains unwavering.

### 3. Collaborative Partnerships

Our success would not be possible without the generosity of our donors and the dedication of our partners across the world. Together, we have built bridges across sectors, governments and communities. These collaborations have amplified our impact, fostering sustainable change and creating a more equal world.

### 4. Financial Stewardship

I extend my sincere thanks to our Board for its thoughtful and responsive efforts as well as our staff and senior leadership team. Our financial statements reflect transparency, accountability and prudent management. The independent auditor's report underscores our commitment to responsible stewardship of resources.

### 5. Looking Ahead

As we move forward, let us continue to advocate for those who need it most as we strive towards our vision. Our work is far from over, but with your continued support, we can build a brighter future. Thank you for being part of the CARE Canada family.

With heartfelt appreciation,

A handwritten signature in black ink, appearing to read 'Victor Thomas'.

**Victor Thomas**  
*Chair of the Board of Directors*



## Letter from the President and CEO

I am proud to present CARE Canada's Annual Report for FY23 (July 1, 2022 to June 30, 2023). As a supporter of CARE and our mission, you are aware of the fragility of our planet. The world is experiencing a steady increase in global emergencies—from natural disasters resulting from climate change to violent conflicts with alarming civilian and humanitarian cost.



Our health as a global community—our cohesion, social, cultural, political and economic—is under unprecedented stress.

Through all of this, CARE carries on. We respond. We speak out, heal, enable and inspire. We bear witness. Most of all, CARE does not look away.

Humanitarian response is an essential part of the CARE 'toolkit', and over the past year we have responded in Ukraine and surrounding countries, Türkiye and Syria, Pakistan and more. We brought our deep experience and expertise in long-term development and community-building approaches in Africa, the Middle East, central and southern Asia and Latin America.

Increasingly, we take our mandate from local partners and leaders, shifting resources and capacity to leaders, civil society organizations, partners and CARE teams where the work is underway and 'living'. We do this in pursuit of our core impact goal of investing in women's leadership, for if she is safe, healthy and has a dignified livelihood to support her family, she will be that leader.

I had meaningful opportunities to see this myself over the past year in Zambia, Morocco, Lebanon, Gaza and the West Bank, meeting CARE leaders, partners, activists and program participants. Experiencing their professionalism and passion reminds me that the essential goodness of the human spirit endures.

At CARE Canada, our fundamental commitment to ensure that the essential goodness of the human spirit endures does not change. A few things, however, do evolve and change:

- We are increasingly a leader in humanitarian response around the world, working with leaders who are committed to driving forward equitable, localized approaches.
- We are an important development 'actor' with a unique focus on investing in women's leadership that we offer to Canadian public, institutional, philanthropic and corporate investors who share our vision.
- We are financially and operationally sound, with an exemplary staff team that continues to mature and transform so that we are 'future-fit'.
- We have a dynamic, diverse and talented Board of Directors that is curious, inspiring, committed and strategic. I offer special thanks to our Board Chair, Victor Thomas. Victor completes 10 years of service with CARE Canada in December 2023; we are grateful for his leadership, grace and relentless focus on the things that matter.
- And finally, we have you - thousands of Canadians who support our mission and our work.

Thank you all: for focusing on the things that matter, not looking away, seeing the promise of a more equal and just world and investing in women's leadership around the world. Because the world IS better when she leads too.

A handwritten signature in black ink that reads "Barbara Grantham".

**Barbara Grantham**  
President and CEO



# Inspiring a culture of philanthropy

## Anatolia partners with CARE Canada to provide earthquake support in Türkiye



We are proud to have partnered with CARE Canada to support the emergency humanitarian response in Türkiye following the devastating earthquake earlier this year.

Through our Anatolia Earthquake Emergency Fund, CARE gave us the tools to engage our employees and business partners to join us in directing a combined total of over \$500,000 in critical resources to the humanitarian response. We are grateful to the CARE team for their efforts in building all the necessary components to help us complete this incredibly successful fundraising campaign. And of course, we would like to extend our deepest thanks to everyone here in Canada and around the world who took a stand with us at Anatolia to support the people of Türkiye during their time of need.

- the Elmaagacli Family





## Partnership is a crucial ingredient in all we do at CARE.

When we work with partners across sectors and backgrounds, like Anatolia, who share our vision and care deeply for our shared human family, we can save more lives, find creative long-term solutions and build a better world for all of us. Anatolia's generosity will continue to inspire us for years to come and serves as a moving example to others looking to make a difference. We are so grateful, and on behalf of the lives you have certainly touched, thank you.

**Barbara Grantham - CARE Canada President and CEO**

A culture of philanthropy. These words are often used in the charitable sector when we talk about that team spirit of coming together to support a cause—usually financially, but also in many other ways. Increasingly, corporations are also adopting the notion of philanthropic culture, and in 2023 thankfully, giving back is no longer a 'nice-to-have' for many, it's a must.

At CARE Canada we've had the opportunity and privilege to work with some exemplary partners who think of us and reach out when they want to give back. Partners who genuinely want to contribute to save lives in emergencies, fight poverty and contribute to that better, more equal world in which we strive to live.

When Anatolia—a Toronto-based leader in the tile and stone industry—approached us to support those

affected by the devastating earthquakes in Türkiye and Syria in February 2023, we were deeply touched and worked hard to ensure their generosity had maximum impact.

Not only did Anatolia give generous funds to support people in Türkiye, but they inspired their employees and business partners to take part as well by matching their donations. More than \$500,000 was raised—an incredible effort that has and will continue to make a big difference to those who have lost so much after the earthquakes.

This critical support from Anatolia has helped provide food, water, shelter, sanitation (like portable toilets and showers), safe spaces for women and children, medical services and longer-term recovery efforts in Türkiye.



Mutlu Yetkin/CARE







# Interview with Elmaagacli Family, Anatolia

## Why did Anatolia choose to support this emergency?

Anatolia chose to support this emergency because we believe in aligning our business practices with our core values of corporate social responsibility and giving back to the community. We recognize the interconnectedness between environmental, social and governance practices and their impact on the community. Additionally, Anatolia's strong family legacy originating from Turkiye emphasizes our dedication to supporting charitable giving and community service initiatives, reinforcing our commitment to making a meaningful difference in society during emergencies.

## Why did Anatolia choose CARE Canada as your partner?

We chose CARE Canada as our partner because of their strong track record in providing humanitarian assistance and their alignment with our values of social responsibility and community impact. CARE Canada shares our belief in the importance of supporting communities in need during emergencies and their expertise in delivering effective aid makes them an ideal partner for us. Together, we can maximize our efforts to make a meaningful difference in the lives of those affected by crises.

## Why is giving back so important to Anatolia?

Giving back is crucial to Anatolia because we believe in the importance of businesses having a positive impact on the communities they serve. One of our core values at Anatolia is care, which emphasizes social responsibility and the interconnectedness between environmental, social and governance practices and their impact on local communities. Additionally, our strong family legacy originating from Turkiye reinforces our dedication to supporting charitable giving and community service initiatives, making giving back an integral part of our commitment to making a meaningful difference in society.

## What does it mean to Anatolia employees, business partners and friends to be part of this initiative?

Being part of this initiative signifies a shared commitment among Anatolia employees, business partners and friends to contribute to addressing pressing needs and creating meaningful change in communities. It fosters a sense of purpose and fulfillment in actively making a positive difference in the world, leveraging Anatolia's resources, values and capabilities to support charitable giving and community service initiatives. Additionally, participation in this initiative strengthens relationships. It reinforces Anatolia's ethos of social responsibility, further solidifying their bonds with employees, partners and friends who share their dedication to making a positive impact on society.



# By the numbers

**28** Countries around the world contributing to saving lives, defeating poverty, and achieving social justice

**52** Projects & initiatives



**1,016,356** Project participants directly involved in project activities and received support and resources from CARE Canada

**105** CARE Canada staff

### Senior staff by gender





**166.6 million** Project participants reached globally

**11 million** People reached through campaigns

**43%** Advocacy in projects increased from 29% to 43% in 2 years





# Financial statement

## Statement of operations

For the year ended June 30, 2023 (in thousands of dollars)

	2023	2022
	\$	\$
<b>Support and revenue</b>		
Fundraising	8,415	5,263
Canadian funded	49,975	50,390
CARE International members	1,960	1,290
Miscellaneous and investment income	1,086	327
<b>Total support and revenue</b>	<b>61,436</b>	<b>57,270</b>
<b>Expenses</b>		
Program activities		
Humanitarian programs	23,929	21,610
Development programs		
Food & Nutrition Security and Resilience to Climate Change	6,563	8,671
Sexual, Reproductive and Maternal Health	9,605	4,994
Women's Economic Empowerment	10,162	11,332
Other	1,194	1,511
Country office management and international programming	1,300	903
<b>Total expenses</b>	<b>52,753</b>	<b>49,021</b>
<b>Support services</b>		
Management and general	6,110	6,220
Fundraising, public and donor relations	1,207	958
Membership in CARE International	506	549
<b>Total support services</b>	<b>7,823</b>	<b>7,727</b>
<b>Total expenses</b>	<b>60,576</b>	<b>56,748</b>
<b>Excess of revenue over expenses</b>	<b>860</b>	<b>522</b>



# Financial distribution

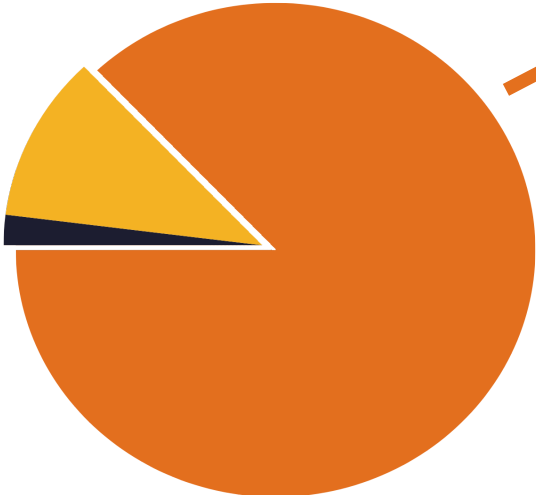
## Source of funds



- **\$49,975,000** Canadian institutional funders
- **\$8,415,000** Community donor support
- **\$1,960,000** CARE International
- **\$1,086,000** Investment and other

## Where funds go

- **87%** Programs
- **11%** Administration
- **2%** Marketing and fundraising



- **45.3%** Humanitarian programs (Emergencies)
- **50%** Development programs (Health, safety and livelihoods)
- **2.5%** CARE country offices
- **2.2%** Other program activities

# Our work

At CARE Canada we are dedicated to ending poverty with a special focus on investing in the leadership of women and girls. We put them at the centre of our work because we know we can't overcome the challenges the world faces until all people have equal rights and opportunities.

Our work is focused into two main pillars: development projects and humanitarian (emergency) and resilience projects.



Dorissa White/CARE

## Development projects

**Development projects** are usually planned for a longer time-period, between three and seven years, and focus on sustainable solutions to specific challenges a community or group of people face. For example, if a community has many women who would love to start businesses but don't have the knowledge or opportunities to, CARE Canada and our partners provide support to build capacity and training to develop women's financial and business skills to increase their independence.



Özge S. bze

Nancy Farese/CARE

## Humanitarian and resilience projects

**Humanitarian and resilience projects** result from acute emergencies like floods, earthquakes and new and ongoing conflicts. The priority is to get urgently needed humanitarian aid to those most affected. This can be food, water, shelter, cash and psychological support. After people's essential needs are met, we work with communities to build resilience and prepare for future emergencies in the region.



Both our development and our humanitarian programming focus on **three main areas**:

## Livelihoods

When women's **livelihoods** are supported, they can earn and save money and be better equipped to break the cycle of poverty for not only themselves but their families and communities.



## Health

When we invest in women's **health**, and they are included in decision-making spaces, everyone benefits from more wholesome and successful care for the entire family unit.



## Safety

It is a basic human right to be **safe**. But many women and girls' safety is at risk, not only in emergencies, but also in certain circumstances. In many parts of the world, women's safety is often an afterthought or not considered at all. Women's rights and women-led organizations around the world are leading efforts to support survivors, challenge patriarchal practices and advance gender equality.



All of these are focused on investing in **women's leadership** which plays an integral role in how we approach all of our humanitarian aid and our work with communities to build sustainable systems.

# Project #1: TEDIJO

## Project partner voice:

Dr Justine HOUZANME  
 Sibgath SANI  
 Mohammed BIO IMOROU  
 Moulero LAFIA



[Watch the video!](#)



CARE Benin

## Project snapshot

Tedineere jokolbe\* (TEDIJO) 1 and 2 is an ongoing two-year project focused on improving the Sexual and Reproductive Health and Rights (SRHR) of women and girls between 15 and 24 years old in Benin.

TEDIJO supports organizations that build the capacity of women and children to overcome harmful social norms that lead to violence and early child marriage and increase access to health services and protection from the community.

## Why?

Women and girls in Benin face deep inequalities and a lower economic, political and social status than men and boys.

This leads to high numbers of gender-based violence, early and forced marriage and barriers to access knowledge to make decisions about their own bodies and lives.

## Impact numbers

**66,543**  
 people engaged in **community dialogues\*\***

**65%**  
 of youth reported **improved communication with their parents on SRHR**

**5%**  
**fewer early pregnancies** in girls (15-19)

**46,531**  
**female participants**

**27,885**  
**male participants**

*\*\*"valorization and promotion of youth" in the Peulh language*

*\*\*Dialogues to challenge the social norms, beliefs and practices that can cause sexual gender-based violence.*



## Activity example

TEDIJO 2, an extension of the project, introduced the “My Life, My Choice” phone app that provides young people with accessible sexual and reproductive health information and guidance. The app was specifically developed with youth in mind and is available on smartphones without the need for internet access and is currently being piloted.

“

With my disability, I never thought I'd end up with people in the community who don't share my handicap; but thanks to the TEDIJO project, I've even benefited from support to set up an IGA [Income Generating Activity] selling food items. Thanks to the various training courses I've had in IGA management, I've now been able to save money with which I've bought two sheep that I'm raising. The other thing that has particularly touched me is the improvement in my knowledge of Sexual and Reproductive Health and Rights. I can now go without fear to health centres to ask for information on STIs and menstrual management. I'm able to defend my rights against men who easily assault girls like me.

- Iliassou Madaria from Garou-Tédji



CARE Benin/Togo



CARE Benin/Togo



## Her voice



Huguette KONATE, Midwife at the Health Center of Garou in Malanville, who received training on adolescent sexual and reproductive health (ASRH) and Contraceptive Technology. Photo: CARE Benin/Togo

My name is Huguette Konate, midwife at Health Centre Garou in Malanville. I must admit that at the beginning I did not appreciate coming here for work. One day, the team talked to me and asked me if I had ever been trained on adolescent sexual and reproductive health and contraceptive technology. But I confessed that apart from what I had learned at the midwifery I had never received any formal training on these topics. That is why I was invited by CARE to participate in capacity-building workshops on these topics. To be honest, these trainings helped me a lot. Today, I no longer regret my assignment in Malanville. I gained knowledge in counselling adolescents and young people for an SRH service. I also learned how to prevent and manage sexually transmitted infections [STIs]. My way of welcoming, listening and offering SRH services for adolescents and youth has improved a lot.

- Female midwife, Nikki HC



## His voice

From my position as village chief, I get involved in the project activities to set a good example by showing them that I agree with what the project is doing. So even the imams and people who always want to stay in our parents' time have started to understand that there are things we say or do that are not good and that we should abandon them.

- Influential person, Malan





## Her voice

My father used to be the only one who made decisions without being challenged. But since he started attending these sessions, his attitude has changed a lot. He now asks for mom's opinion and even asks her to have frequent exchanges with us about sexuality.

**- School club member in Nikki**



CARE Benin/Togo

Two adolescent girls who participated in the IGA management training program.



## Project #2: SHE SOARS public engagement

**Sexual and reproductive Health and Economic empowerment (SHE) Supporting Out-of-school Adolescent girls' Rights and Skills (SOARS)**



### Why?

Youth often get left out of the decision-making process of development and humanitarian projects, even when they are at the centre of them.

The SHE SOARS project has a strong public engagement and advocacy focus to raise awareness to young people's rights and access to sexual and reproductive health services and information and provide them with the tools to lead change.

### Impact numbers

**376** podcast downloads

**81,143** youth directly supported

**514** girls' and boys' groups established

### Project snapshot

The project aims to build the knowledge and capacity of young people to identify their health needs and rights and effectively communicate them to the public and stakeholders. Another goal is to provide inclusive spaces where youth can learn, discuss and connect with other youth on Sexual and Reproductive Health and Rights (SRHR) issues and actions.

Across the SHE SOARS project, youth lead various activities to engage with the public and advocate for young people's SRHR in Kenya, Uganda, Zambia and Canada. In Canada, six Youth Public Engagement Champions (YPEC) develop social media content, host a podcast and organize events to raise awareness for SRHR and engage with the public. In Kenya, Uganda and Zambia a Youth Advisory Board, also consisting of six youth, advises on project activities and support advocacy efforts in their contexts.



## Activity example: drama club

Partners are engaging local youth-led organizations and women's rights organizations in Kenya, Uganda and Zambia to advocate for SRHR priorities identified by youth. This way, the project aims to address structural barriers that limit young people's access to SRHR services and information on a broader scale.



Gift Katuta/CARE Zambia

In the girls' and boys' groups, youth between 10-19 learn about their rights, discuss barriers to access youth-friendly SRHR services and information, and break down harmful gender norms. For example, youth learn about contraception and HIV testing and discuss barriers including social norms that prevent access to these services. Youth develop and perform drama skits to integrate their learnings and raise awareness of the issues and opportunities available to them.



Gift Katuta/CARE Zambia





Ufulu Studio creator/CARE Canada/Fairpicture



Ufulu Studio creator/CARE Canada/Fairpicture



We, the **Youth Public Engagement Champions** (YPEC), are a group of Canadian youth aged 16-24 who are **raising awareness** of young people's SRHR through the SHE SOARS project. Through activities like our [SHE SOARS podcast](#) and [Instagram page](#), we are creating engaging educational content for our peers to inspire conversations and critical thinking about SRHR issues and youth leadership. We hope to connect young Canadians with resources they can use to learn more about global SRHR, as well as becoming advocates in their own right.

We did a Q&A to share what drives us and why we think it is so important to have youth involved in projects like SHE SOARS.



[Read the full Q&A!](#)

**Why is it important that youth voices are represented in the project?**



SHE SOARS is a project meant to help youth, so I think it's only right that youth are allowed to take a leadership role. Ultimately, young people know best what barriers we're facing and how they can be overcome. We just need a space where we have the resources and support needed to do something about it.

- Madeline Cuillier

**What are you most proud of during your time with YPEC, what have you learned?**



During my time with YPEC, I have had the opportunity to step out of my comfort zone, particularly through the various engagement opportunities we have had throughout the term. I was invited to present at the Aga Khan Foundation Canada's Global Health Summit about our work. This allowed me to facilitate dialogue and engage high school students on the topic.

- Mishika Khurana

## Project #3: Global food crisis

**Nutrition support and nutrition provisions to the most vulnerable women, and children in South Sudan, Sudan, Somalia, Democratic Republic of Congo (DRC) and Yemen, 2022-2024**



### Why?

As of 2022, **811 million people suffer from chronic hunger worldwide** which is associated with global economic fallouts, conflicts, climate shocks and the after-effects of COVID-19.

**Sixty per cent** of people who are experiencing food insecurity are **women and girls**. Further, their access to food, income, medical care, education and safety continues to worsen.

### Project snapshot

This project focuses on saving lives by providing nutrition as well as health and Water, Sanitation and Hygiene (WASH) services, specifically targeting vulnerable pregnant women and children in South Sudan, Sudan, Somalia, DRC and Yemen.

### Impact numbers

**303,255 people** (98,499 women, 101,830 girls, 102,926 boys) planned to be reached across five countries

**64** therapeutic nutrition sites supported





## His voice

My name is Johari Mapendo, 34 years old, married with 6 children. My child Asende Towele had fallen ill, and I had referred him directly to the Intensive Outpatient Nutrition Unit\* [UNT] health clinic in Nundu, DRC, where he was screened for Severe Acute Malnutrition [SAM]. That's how I was enrolled in the program to start benefiting from [special] nutritional [food] commonly known as "Kindakinda," i.e. plumpynut\*\*. A week later, I saw that my child's situation had improved until the day the nurses confirmed my child's recovery.

At the time, I didn't have enough money to pay for the care the child received at the health facility. I understood that the payment would be made, as I was not at all convinced that it was free, even though awareness was being raised in our respective villages on the subject. What came as a surprise to me was the fact that I was able to leave the health facility without paying for my child's care. The money I would have had to spend on my child's care enabled me to meet other family needs. Personally, and my family, we consider the Global Affairs Canada project to be "manna from heaven" [a godsend] for us, and that's why I can only wish that our God will bless you to continue to help us and other people in difficulty like me.

\* For children suffering from acute malnutrition

\*\* Food especially formulated for children suffering from malnutrition

## Activity example

Project activities aim to engage the entire community to raise awareness and knowledge around good nutrition. These services provide knowledge about and access to nutrition to prevent malnutrition and reduce the risk of young children and adults dying prematurely.



CARE Yemen



# Emergency: Türkiye-Syria earthquake



KARAM AL-MASRI/CARE

## Project snapshot

The 9-month project in Kahramanmaraş, northwest Syria focused on the protection of women and girls in the aftermath of the earthquake that led to an increase in displacement, temporary shelter, gender-based violence and a lack of access to health services. The project focused on providing these women a safe space that provides shelter but is also a place for them to talk about their worries and fears, to learn life and psychosocial skills, access resources and lean on others who have had similar experiences.

## Why?

On February 6th a large earthquake devastated many regions in both Türkiye and Syria and left thousands of people dead and injured.

Many lost their homes and livelihoods, which led us to launch a joined fundraising campaign alongside the Humanitarian Coalition. The collected funds supported project activities focused on the protection of vulnerable groups along with providing shelter.

## Impact numbers

Almost **\$800 000** raised

**7,361** participants reached

**4** safe spaces opened



Mohammed Alboush/CARE





## Her voice

In Amina's own words, narrated in Arabic and translated to English:

“Before everything changed, our lives were grounded in stability. We were proud to be part of the middle class. My husband's role as a government employee brought in a sufficient income to cater to all our needs. But then the war turned our world upside down. My husband lost his job, and our financial standing crumbled. His diabetes prevents him from taking on strenuous work, leaving me to fill in the gaps. Now, I take on any job available, doing whatever I can to keep our home running.”

The earthquake brought its own set of challenges: “We are thankful every day that the earthquake spared my family. We still have our home, albeit seriously damaged. Every night, as we sleep, there's this lurking fear – what if another earthquake strikes? What if the roof gives in?”

“People talked about the Shafak Organization. They said there's a place for women, a safe place. I needed that. The Women and Girls Safe Spaces are more than just rooms. They are places where we can be safe, where we can talk and share.”

Amina's hopes for the future: “I want peace. I want my children to be safe, to grow up without fear.”



Amina

KARAM AL-MASRI/CARE







## Activity example – psychosocial support sessions

Raghad is a 13-year-old girl from Northwest Syria. She plays and jumps with her friends, and they laugh together. It wasn't always like this for Raghad\*. Just a few months ago, she was suffering from deep sadness, preferring silence and solitude most of the time. Drawing alone was what kept her occupied, even though she had lost her crayons and drawings in the earthquake that caused the destruction of her family's home and the loss of most of her belongings.



Shafak/CARE

At the refugee camp where she is placed, she was invited to join a session with other young girls. “I was very excited when they started distributing coloring pens and notebooks for us to draw on,” says Raghad, who began participating regularly in psychosocial support sessions conducted by the Child Protection team at CARE for children affected by the earthquake in northwest Syria. Raghad didn't miss the opportunity to participate. “Through activities and games, I met new friends and started to gradually overcome my loneliness. I felt that I wanted to move forward and build new friendships. We learned to express our feelings, work as a team and solve problems together to reach solutions.”

“When I grow up, I want to be a classroom teacher and have students. I will teach them, so they don't have to experience what I went through, missing school and losing three years of my life without going to school,” says Raghad.

*\*name changed for anonymity*



# Board of Directors



Teresa Weaver / CARE

## **Board of Directors** (as of July 1, 2022)

Victor Thomas, Chair

Susan MacLaurin, Vice Chair

Hilary Pearson, C.M.

Doug Stollery, C.M.

Michael Kontak

Michael McLaughlin

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Sarosh Nanavati

Amy Beth Jarek

Cindy Karugia

Dr. Victoria Lee

Hon. Lisa MacCormack Raitt

Dr. David Turpin, C.M.

Lisa de Wilde, C.M.

Salima Ebrahim

Barbara Grantham,  
President and CEO  
and Secretary to the  
Board of Directors





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**CARE Canada**  
410-11 Holland Avenue  
Ottawa, ON K1Y 4S1 Canada

1-800-267-5232  
[info@care.ca](mailto:info@care.ca)  
[care.ca](http://care.ca)

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