

CARE USA 2016 ANNUAL REPORT





## Celebrating Our Past, Reaching Toward Our Future

In fiscal year 2016, we found much reason to celebrate, even as we moved forward boldly with our work in the world's poorest communities. Both CARE and the CARE Package® turned 70 last year! They were born out of a desire to help those clinging to survival in a war-battered Europe. CARE has a long history of responding to the world's greatest needs, and much has changed over time.

Our mission has evolved from exclusively delivering those first CARE Packages to delivering lasting impact through innovative programs that empower people — especially women and girls — to be agents of change within their communities. We still respond to crises, as we did last year, from conflict areas of the Middle East to earthquake-stricken Ecuador to El Niño-ravaged sections of eastern and southern Africa. But most of our work seeks long-term improvements in people's lives by cutting at poverty's roots.

Today's CARE Package is a village savings group that empowers members — mostly women — through financial independence. It is drought-resistant seeds that better withstand extreme weather, or field schools that help farmers negotiate a changing climate. It's a coordinated "voice" that advocates for vital legislation such as the Global Food Security Act, which passed Congress last year with bipartisan support and was later signed into law by President Obama. It helps ensure that farmers have the resources they need to feed their families and communities.

The world has changed too, and as a global community we have made real progress in the fight against extreme poverty — halving it in just the past 25 years. I'm proud of the role CARE has played with your support. In 2016, we worked in 94 countries and reached 80 million people through 1,033 humanitarian and long-term development projects. That's a tremendous accomplishment.

But it's not enough, particularly when we find forces such as gender inequality driving the extreme poverty that still holds back more than 800 million people worldwide. Yet even as the world — and CARE's place in it — has changed, the qualities that inspired our founding more than 70 years ago have not: generosity and compassion, innovation, commitment and a genuine empathy for all of humanity.

As we did then, so must we act boldly now, armed with a new generation of "CARE Packages" that deliver results to thousands and are then replicated to transform the lives of millions. With your continued support, we will. Thank you.

Michelle Nunn  
President and CEO

*CARE President and CEO Michelle Nunn visits with Salamatou Dagnogo, who joined a CARE Village Savings and Loan Association in Côte d'Ivoire and used her first \$2 loan to buy salt for resale. Forced to marry at 13 and a mother of five by the time she was 20, Salamatou today runs a thriving salt wholesale business, is the president of her VSLA network and has started 175 VSLA groups, empowering some 3,000 women.*

**NIGER**

## CARE 2016 by the Numbers

# Driving Solutions in a Changing World

For more than seven decades, CARE has delivered lasting change to the poorest, most vulnerable communities on the planet — arm in arm with the people who live in those cities, towns and villages. We've delivered food, temporary shelter and supplies to families in crisis, just as we started doing in 1946 when the first CARE Packages, wrapped in plain brown paper, arrived in a war-weary Europe. But we've evolved with a changing world, striving around the clock and around the world to help families today meet their long-term needs tomorrow. We do that by expanding access to quality education or with tools like village savings groups that help people, particularly women, unlock new possibilities through financial independence. We focus on empowering women and girls, because, while they are disproportionately affected by poverty, they also hold the key to defeating it — for themselves, their families and their communities. Whether delivering emergency aid or long-term solutions to poverty, we're proud to report that **90 cents of every dollar goes directly to support innovative programs that save and transform lives — more than 80 million last year alone.**

**Thank you for the vital role you play in that.**

Has our CARE Package changed? You bet. Our tactics? Yes. But not our commitment to equipping families and communities in all parts of the world with the tools they need to survive — and thrive.

Visit [care.org](http://care.org) to rediscover the CARE Package. And with it, the power to change our world.

*Emily Makalipeni, 22, teaches modern agricultural techniques to local farmers, helping them produce more food for their families and communities.*

**1,033**  
PROJECTS

**80**  
MILLION  
PEOPLE SERVED

**94**  
COUNTRIES

Served **11.6 million** people through humanitarian response

Helped **1.1 million** people increase their agricultural productivity

Expanded access to quality education and training for **3.8 million** people

Improved food and nutrition security for **19.5 million** people

Equipped **50 million** people with information and access to sexual, reproductive and maternal health resources

Economically empowered **2.6 million** women by expanding access to financial services, employment and equitable wages

Trained **1.1 million** people in the prevention of sexual and gender-based violence

Helped **665,000** people better prepare for future disasters

Delivered safe drinking water, water management training and sanitation to **2.3 million** people

Helped **27.4 million** people live healthier lives

Improved infrastructure for **1.5 million** people, including construction of schools and houses

Helped **755,000** people build their resilience to natural disasters by adapting their lifestyles and livelihoods to a changing climate

Indirectly benefited an additional 256 million people through policy changes and the replication of successful CARE programs by partner organizations and governments

**MALAWI**

## Program Highlights

### West Africa: Improving Health

**for Families** CARE's WASHplus project in Mali improves health by improving hygiene — specifically through new or rehabilitated latrines that reduce open defecation and encourage hand-washing. The three-year, USAID-funded effort reaches more than 75,000 people in 180 villages, and two years in, the results are clear. More than 10,000 latrines have been built or rehabilitated, and more than 15,000 latrines have been equipped with hand-washing devices, leading to a 21 percent reduction in diarrhea among children younger than 2 and an 89 percent decline in open defecation. Seven hundred miles away in Benin, where maternal and infant mortality rates rank among the highest in the world, CARE is improving health and lives by expanding access to immunizations and family planning, including contraception, whose use in Benin is only 14 percent.

In 2016, CARE launched HIN NOU VIVO! — which means “family care” in the local language — to reduce maternal and infant mortality by increasing family planning and immunizations. HIN NOU VIVO! has trained 40 nurses in 20 health centers, particularly on long-term methods of contraception. Consequently, the 20 health centers have improved the quality of their family planning and immunization services. By the end of the two-year program, CARE aims to have reached 12,000 new users of family planning methods.

### Latin America and the Caribbean: Championing Change for Women Workers

Millions of domestic workers around the world work in exploitative conditions, in clear breach of their human rights. Of almost 20 million domestic workers in Latin America and the Caribbean, 92 percent are women. Most of them live in poverty, subjected to unjust working and economic conditions with little opportunity to realize the human and labor rights guaranteed to them under international conventions. Informally employed, they are trapped in a cycle of poverty, violence and exploitation characterized by underpaid and socially devalued work, long workdays, no access to social security and high rates of sexual and psychological violence. Domestic workers generally have no coworkers and unpredictable hours, making organizing with fellow workers difficult. From its beginning in 2010 as a pilot in Bolivia, Ecuador and Peru, CARE's domestic workers initiative has broken new ground, working with social and labor movements to strengthen their capacity to organize and advocate for the ratification of the International

Labour Conference Convention 189, which mandates decent working conditions for domestic workers. Bolivia was the second country in Latin America to ratify the convention, followed by Ecuador in 2013. Today, approximately 400,000 women have their right to decent working conditions recognized by law. The initiative is now in a new phase of multiplying impact, aiming to enhance life and working conditions for 10 million women in the region. Toward that end, it has expanded to Brazil, Colombia, Honduras and Guatemala. CARE also is working on a campaign to change social norms and behavior toward domestic workers, promoting among employers a better understanding of workers' rights and a stronger appreciation for the value in workers' contributions.

*Since 2010, CARE's domestic workers initiative has promoted and protected the rights of domestic workers throughout Latin America and the Caribbean.*

# CHAMPIONING CHANGE



# GUATEMALA



*Program Highlights continued*

**Asia: Confronting Crisis** Two of the worst earthquakes in decades struck Nepal in the spring of 2015, affecting 8 million people — destroying homes, businesses, water supplies and infrastructure such as roads, irrigation systems, bridges, schools, health facilities and drainage canals. Women and children were most affected as damaged roads and health facilities compromised access to health care. An estimated 126,000 pregnant women were affected, and thousands gave birth in a disaster zone. The impending monsoon season added more pressure to an already-dire situation. CARE has worked in the hardest-hit areas of Gorkha, Sindhupalchowk, Dhading and Lamjung, reaching more than 630,000 people in fiscal year 2016 by focusing our response on shelter, water, sanitation and hygiene, reproductive health, gender-based violence and livelihood assistance. CARE distributed high-quality shelter repair kits, for example, that included

corrugated sheets, specialized nails, tools and other items to help survivors build back stronger. Water purification tablets, emergency latrines and hand-washing facilities promoted good hygiene in affected communities, while vegetable seeds and waterproof storage bags helped families meet their basic needs — and restore their livelihoods to support a longer-term recovery. In an effort to mitigate incidents of gender-based violence, which can spike during times of crisis, CARE created safe spaces where women could feel empowered with information, education, recreational activities and other services. CARE has worked in Nepal since 1978.

**East, Central and Southern Africa: Severe Climate** Extreme weather from the most severe El Niño on record affected millions of people around the world in 2016. From drought and cyclones to flooding and forest fires, its effects destroyed crops and livelihoods, threatened water supplies and levied lasting hardships on millions of people, particularly the poorest households. In east, central and southern Africa, the world's biggest weather phenomenon has placed more than 40 million people at risk of hunger and malnutrition. CARE has supported more than 2 million people throughout southern Africa with vouchers for food and seed, new water and irrigation systems, rehabilitated dams, animal feed and livestock vaccinations. One particularly effective tool has been cash transfers, which allow families the flexibility to purchase the food and items they feel are most needed — all while supporting the local economy. In Zimbabwe, CARE has transferred money — using mobile phone technology — to more than 60,000 households. In Mozambique, CARE has

repaired aging boreholes, drilled new ones and trained community members on how to maintain them. Another effective response has been drought-resistant seeds and training on agricultural techniques that help mitigate the effects of drought. Not only is CARE responding to the humanitarian situation facing millions of people, but our new impact strategy is improving food security and climate change resilience for 10 million people through partners, policy implementation improvements and best programming practices. Beyond building resilience in southern Africa, CARE is responding to ongoing crises in the drought-stricken Horn of Africa, as well, where more than 15 million people in Ethiopia, Kenya and Somalia need food, water and the capacity to better withstand a harsh, changing climate.

*In 2016, CARE served more than 11 million people through our humanitarian efforts, including survivors of the Nepal earthquakes, like Uttam B.K. and his daughter, Amrita (left). Aid arrived in the form of food and supplies such as sanitary napkins, buckets and blankets.*

SAVING  
LIVES

**Middle East and North Africa: Addressing Humanitarian Crises**

With the ongoing violent conflict and instability in Syria, more than 4.8 million have fled the country, more than 6.5 million are displaced from their homes inside Syria, and many are living in besieged areas with limited access to food and basic services. CARE is working with local partners inside Syria to provide food, water, health care and other critical lifesaving support to more than 1.8 million vulnerable people. In Lebanon, Jordan, Turkey and Egypt, CARE has provided assistance including food, shelter, flexible cash payments, and access to services such as legal and psychosocial support to more than 500,000 Syrian refugees and vulnerable host communities. Across the region, CARE is addressing the particular needs of women and girls who face an increased risk of gender-based violence, including early marriage. As the crisis continues, our work is expanding to focus on providing economic development opportunities and longer-term support such as vocational, business and language

skills training. Although the Syria crisis captures more media attention, the escalating conflict in Yemen has led to a staggering 82 percent of the population — 21.2 million people — in need of humanitarian assistance. That's the highest level of humanitarian need in the world. Disruptions in shipments of commercial supplies and the collapse of basic services mean millions of people struggle to access fuel, food, water and health care. Despite the challenges of operating in this context, CARE's long-term presence in Yemen has enabled us to reach more than 970,000 people with food, water and other urgent items, while we continue to engage women and vulnerable youth with education and livelihood opportunities.

**Advocacy: Leveling the Field for Women Farmers**

Last year's passage of the Global Food Security Act culminated nearly a decade of work by CARE, our advocates and partners in urging lawmakers to better account for the needs of the world's smallholder farmers. "Through an effective, transparent and sustainable approach, this law ensures the world's farmers — women in particular — are empowered to feed their families and their communities," said David Ray, vice president for advocacy at CARE. This law required the first-ever U.S. government strategy for tackling global hunger, and CARE's input improves upon the Obama administration's Feed the Future initiative, which reached 9 million farmers in 2016 alone. CARE's more than 70 years of work around the world have shown that tackling the root causes of hunger and malnutrition requires a comprehensive global food and nutrition security strategy. Passage of the Global Food Security Act was a historic step in that direction — and toward reducing malnutrition in a world that finds one in nine people chronically hungry. Poor nutrition causes nearly half the deaths

of children younger than 5 — more than 3 million children each year. Yet if women farmers had the same access to productive resources as men, they could increase yields on their farms by 20 to 30 percent — and the number of hungry people in the world would drop by as many as 150 million. The Global Food Security Act and the resulting 2017–2021 U.S. government strategy that was released Oct. 1, 2016, helps ensure that women and smallholder farmers gain that access. CARE staff, volunteer advocates and partners were instrumental last year in getting the bill passed in the House and Senate and creating the political will needed to prioritize this issue among members of Congress. U.S. President Barack Obama signed the bipartisan bill into law on July 20, 2016. In fact, CARE was advised by staff at the U.S. Agency for International Development, the House Majority Leader's office and the Speaker's office that CARE and its citizen advocates played a critical role in getting the bill passed into law.

*Signed into law July 20, 2016, by President Barack Obama, the Global Food Security Act helps ensure that smallholder farmers around the world, particularly women, can access the resources they need to feed their families and communities.*



# DEFEATING POVERTY

# BANGLADESH

# Global Reach 2016

## CARE International Country Presence for FY16:

- |   |                             |
|---|-----------------------------|
| 1. Afghanistan                            | 39. Lesotho                 |
| 2. Albania <sup>‡</sup>                   | 40. Liberia <sup>‡</sup>    |
| 3. Armenia <sup>‡</sup>                   | 41. Madagascar              |
| 4. Azerbaijan <sup>‡</sup>                | 42. Malawi                  |
| 5. Bangladesh                             | 43. Mali                    |
| 6. Benin                                  | 44. Mexico <sup>‡</sup>     |
| 7. Bolivia                                | 45. Montenegro <sup>‡</sup> |
| 8. Bosnia and Herzegovina                 | 46. Morocco                 |
| 9. Brazil                                 | 47. Mozambique              |
| 10. Burkina Faso <sup>‡</sup>             | 48. Myanmar                 |
| 11. Burundi                               | 49. Nepal                   |
| 12. Cambodia                              | 50. Nicaragua               |
| 13. Cameroon                              | 51. Niger                   |
| 14. Central African Republic <sup>‡</sup> | 52. Pakistan                |
| 15. Chad                                  | 53. Panama                  |
| 16. Côte d'Ivoire                         | 54. Papua New Guinea        |
| 17. Croatia <sup>‡</sup>                  | 55. Peru <sup>*</sup>       |
| 18. Cuba                                  | 56. Philippines             |
| 19. Democratic Republic of Congo          | 57. Romania <sup>‡</sup>    |
| 20. Dominican Republic                    | 58. Rwanda                  |
| 21. Ecuador                               | 59. Serbia                  |
| 22. Egypt                                 | 60. Sierra Leone            |
| 23. Ethiopia                              | 61. Somalia                 |
| 24. Fiji <sup>‡</sup>                     | 62. South Africa            |
| 25. Georgia                               | 63. South Sudan             |
| 26. Ghana                                 | 64. Sri Lanka               |
| 27. Guatemala                             | 65. Sudan                   |
| 28. Guinea <sup>‡</sup>                   | 66. Syria                   |
| 29. Haiti                                 | 67. Tanzania                |
| 30. Honduras                              | 68. Thailand <sup>*</sup>   |
| 31. India <sup>*</sup>                    | 69. Timor-Leste             |
| 32. Indonesia                             | 70. Togo <sup>‡</sup>       |
| 33. Iraq <sup>‡</sup>                     | 71. Turkey                  |
| 34. Jordan                                | 72. Uganda                  |
| 35. Kenya                                 | 73. Vanuatu                 |
| 36. Kosovo                                | 74. Vietnam                 |
| 37. Laos                                  | 75. West Bank & Gaza        |
| 38. Lebanon                               | 76. Yemen                   |
|   | 77. Zambia                  |
|   | 78. Zimbabwe                |

## CARE International Members:

- 79. Australia
- 80. Austria
- 81. Canada
- 82. Denmark
- 83. France
- 84, 85. Germany-Luxemburg<sup>◊</sup>
- India<sup>\*</sup>
- 86. Japan
- 87. Netherlands
- 88. Norway
- Peru<sup>\*</sup>
- Thailand<sup>\*</sup>
- 89. United Kingdom
- 90. United States

## CARE International Secretariat:

- 91. Geneva, Switzerland<sup>^</sup>
- 92. Brussels, Belgium<sup>^</sup>
- New York, United States<sup>^</sup>

## Sub-offices:

- Belgium<sup>◊</sup> (of CARE France)
- 93. Czech Republic<sup>◊</sup> (of CARE Austria)
- 94. United Arab Emirates<sup>◊</sup> (of CARE USA)

**Latin America and Caribbean**  
965,705 PEOPLE  
93 PROJECTS  
12 COUNTRIES

**Middle East, North Africa and Europe**  
3,616,754 PEOPLE  
194 PROJECTS  
31 COUNTRIES

**West Africa**  
5,072,468 PEOPLE  
137 PROJECTS  
12 COUNTRIES

**East, Central and Southern Africa**  
13,726,989 PEOPLE  
280 PROJECTS  
18 COUNTRIES

**Asia and the Pacific**  
56,738,386 PEOPLE  
329 PROJECTS  
19 COUNTRIES

<sup>‡</sup> Limited CARE presence or working through strategic partnerships.

<sup>\*</sup> CARE India, CARE Peru and CARE Thailand are all members of CARE International and countries with significant poverty-fighting programs.

<sup>◊</sup> CARE Germany-Luxemburg has offices in both Germany and Luxembourg.

<sup>◊</sup> Sub-offices in Belgium, the Czech Republic and the United Arab Emirates have a focus on fundraising.

<sup>^</sup> CI Secretariat offices in Switzerland, Belgium and the United States are critical for CARE's advocacy roles, as well as for other important functions.

# CARE Is Proud to Deliver Lasting Change in the World's Poorest Communities

We are grateful for the trust and generous contributions our donors and partners invest in our work around the world. Only through your support can we further our mission to save lives, defeat poverty and achieve social justice.

*Nana Hadiza, 12, lives in rural Niger. Her grandmother, Fatchima, started the first CARE Village Savings and Loan Association in 1991 in her village of Kagadama. Today, Nana dreams of becoming a teacher.*

## NIGER

### VISION

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

### MISSION

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

### FOCUS

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



## Featured Foundations

**The Bill & Melinda Gates Foundation** has been a core CARE partner since 2001, contributing vital resources to advocacy, food security, health, water and sanitation, emergency response, women's empowerment and livelihood-development programming. In fiscal year 2016, the Gates Foundation expanded its focus on gender as a catalytic element of development programming and launched new, innovative projects with CARE in Ethiopia, Burundi, Malawi and Uganda. The foundation also supports Pathways, CARE's initiative to help women smallholder farmers in Ghana, India, Malawi, Mali and Ethiopia improve livelihoods and food security for themselves and their families. CARE is the foundation's lead partner in efforts to strengthen the health system across the Indian state of Bihar, aiming to transform public health and nutrition services, increase child survival, improve maternal health and eliminate infectious disease. The foundation continues to support CARE's Learning Tours program, through which CARE raises awareness about the positive reach and scope of U.S. development assistance.

**The Sall Family Foundation** supports groundbreaking programs focused on conservation and water-smart agriculture, maternal health and child nutrition across several countries. These programs, which include support for CARE's Scale X Design Accelerator and the CARE-World Wildlife Fund Alliance, recognize innovation as well as the connections between development and conservation and set the stage for future international efforts that reach vulnerable communities.

**The Ford Foundation** supports CARE's leadership within Girls Not Brides USA, a global partnership of civil society organizations committed to ending child marriage and enabling girls to fulfill their potential. In addition, the foundation's support drives a dynamic partnership with CARE Egypt for governance and community development work for citizen rights.

**The United Nations Foundation** supports CARE's work as a key partner of the Universal Access Project, a multi-stakeholder advocacy effort that seeks to strengthen U.S. leadership toward universal access to reproductive health. The partnership amplifies the voice of CARE's grassroots advocacy network in order to ensure that U.S. development assistance fosters healthier families and more stable, prosperous communities across the globe.

**The Leona M. and Harry B. Helmsley Charitable Trust** supports CARE's work in Guatemala that focuses on health and nutrition for women and children, education and learning for school-age children, and income-generating activities for mothers.

*A quality education can open new possibilities for girls everywhere. CARE works with families and communities to break through the barriers — such as disproportionate workloads at home — that often keep girls out of school.*



EGYPT

**The Project Management Institute Educational Foundation** provides vital resources to CARE that help increase the efficiency and effectiveness of humanitarian operations. In a uniquely tailored training, international CARE humanitarian staff increased their project management skills, improved their communications strategies during project planning and implementation, and developed enhanced procurement processes to improve responses and recovery work in disasters.

In the aftermath of the catastrophic earthquake in Nepal, the **David and Lucile Packard Foundation** and the **Michael and Susan Dell Foundation** contributed resources that helped CARE reach more than 100,000 people in the worst-affected districts. Moving forward, CARE will continue to support families to build back safer, revive the local economy and livelihoods, reestablish damaged water and sanitation structures, and address gender-based violence and protection issues.

**Educate a Child (EAC)**, a program of Education Above All, is a global initiative launched by Her Highness Sheikha Moza bint Nasser of Qatar that aims to significantly reduce the number of children worldwide who are out of school. In Somalia and Haiti, the EAC and CARE partnership aims to increase enrollment, retention and completion of primary school for children who are currently out of school. EAC supports CARE's work to engage individuals, families, teachers, communities, governments, local partners and advocacy groups to create powerful education initiatives that are crucial to fighting poverty.

Based in Qatar, **Reach Out to Asia (ROTA)** supports CARE's education projects in Pakistan, Yemen and Afghanistan to ensure that children have sustainable access to high-quality primary and secondary education. ROTA's close collaboration with CARE supports communities as they eliminate major obstacles to children's education.

*In Haiti, where 10-year-old Sascia lives, programs like Educate a Child aim to increase enrollment, retention and completion of primary school for out-of-school children.*





*Hindiya Bushra attained financial freedom by joining a CARE Village Savings and Loan Association and starting a profitable animal husbandry business. She says she and her fellow VSLA members often use their profits to cover school expenses for their children.*

# ETHIOPIA

## Featured Partners

### Johnson & Johnson

Saving and improving the lives of women and children drives a longstanding, effective partnership between Johnson & Johnson and CARE. In 2016, that continued in Sri Lanka, where the two organizations worked to change social norms regarding male aggression and promote conflict resolution among spouses. "Peace in the home means peace in the community," read posters supporting the effort. Radio spots, community meetings and talk shows reinforced the conciliatory message, driving down incidents of gender-based violence. In Ethiopia, Johnson & Johnson and CARE deepened their commitment to ending child marriage, working with community elders and local governments to educate families about the health, economic and educational benefits that come from keeping girls in school and out of early marriage. Johnson & Johnson also worked with CARE in many of these same communities to provide latrines and safe drinking water to girl students, with special attention to stopping the spread of tropical diseases. Working with CARE in Sri Lanka and Ethiopia is part of Johnson & Johnson's goal to reduce gender-based violence by engaging whole communities.



### GE Corporation and GE Foundation

GE Foundation's \$1 million grant in fiscal year 2016 enabled CARE to implement the Integrated Health and Nutrition Response for the Conflict-Affected Population project for displaced families in hard-to-reach areas of South Sudan. The grant supports three primary health care centers and four mobile clinics, which have served a combined 66,000 people, including mothers and young children. The GE Corporation has invested pro bono support by lending staff expertise in process improvement to both CARE's headquarters office and the South Sudan project to streamline the procurement process and halve the time it takes to obtain and deliver a steady supply of necessary drugs and equipment. The same process improvement work also reduced by 80 percent the time field managers spend on administrative tasks, freeing them to focus on delivering critical health services, including education and on-the-job training of local medical staff.



GE Foundation

### Pfizer Corporation and Pfizer Foundation

The Pfizer Foundation partnered with CARE in fiscal year 2016 to reduce maternal and child mortality in Benin by integrating family planning with immunization services. The foundation's \$1 million grant helped fund the HIN NOU VIVO! program (it means "family care" in the local language), which worked to reduce maternal and child mortality in Benin through 20 health centers that aim to serve 143,220 people. CARE seeks to increase the number of family planning services users by 12,000 over two years. Within the first quarter of the project, we had reached 1,100 new users and trained 40 health care workers on contraceptive technology and the integrated approach to family planning counseling. Preparation for pilot projects in northern Togo, northern Benin and southern Niger are underway. Contributing the company's core expertise, Pfizer's global health fellow, Carol Read, volunteered for a four-month deployment in Hanoi to operationalize its Private-Sector Engagement Strategy in Vietnam via capacity development activities.



## Partner Spotlight: USAID

### USAID-funded *Tufaidike Wote* Yields Results in the DRC

A CARE-led consortium is increasing stability in 15 communities in the Democratic Republic of Congo by enhancing livelihoods, improving governance and building peace. Launched in 2012, the \$23 million, USAID-funded project called *Tufaidike Wote* (Swahili for “Working Together for the Common Good”) has reached more than 70,000 people by introducing four new health clinics, one maternity ward, two surgery rooms, three water points, four schools and five town halls. But the project’s success doesn’t end there. Other key results include:

- Greater access to land: Communities collectively farm 425 more acres that were not available to them before the project.
- More nutritious food: With support from the project, farmers have grown 3,875 tons of vegetables.
- Access to credit: 120 CARE Village Savings and Loan Associations with more than 3,500 members have generated \$120,000 in loans, which members use to start small businesses, pay for health care or cover school fees for their children.

- Reduced conflict: Peace committees have identified 481 conflicts, signing resolutions for 187 of them to date.
- Expanded women’s access to the peace process: Women’s engagement in peace committees has increased by 35 percent.
- More income-generating opportunities: 150 women are earning higher incomes after engaging in dairy farming.
- Stronger networks: More than 1,000 people have been trained to resolve conflict and promote peace in their communities.

*Tufaidike Wote* targets communities in the DRC’s north and south Kivu provinces, in cooperation with the United Nations Food and Agriculture Organization and International Alert, a London-based nonprofit that promotes peace worldwide.

*Millions of women around the world, like these women in the Democratic Republic of Congo, achieve financial independence through CARE Village Savings and Loan Associations.*



DEMOCRATIC  
REPUBLIC  
OF CONGO

## Donors

*Cumulative Lifetime Giving*  
**Global Leadership Society**  
*\$1,000,000+*

Anonymous (20)  
 Abbott  
 David T. and Jean Akers  
 Alliance for a Green Revolution in Africa (AGRA)  
 Amway  
 Nancy K. Anderson  
 The Annenberg Foundation  
 The David R. & Patricia D. Atkinson Foundation  
 The Atlantic Philanthropies  
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 Baxter International Foundation  
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 The Dietrich W. Botstiber Foundation  
 Judith M. and Rev. C. Frederick Buechner  
 The Howard G. Buffett Foundation  
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 The Margaret A. Cargill Foundation  
 Catholic Relief Services  
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 Latter-day Saints Charities  
 The Coca-Cola Company  
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 ELMA Philanthropies Services (U.S.)  
 The ELMA Relief Foundation  
 Education Above All Foundation  
 Estate of Mark Eisner, Jr.  
 Joseph H. and Barbara I. Ellis  
 Everett/O'Connor Charitable Trust  
 Estate of Lucia P. Ewing  
 Margaret Fanning  
 Fidelity Charitable Gift Fund  
 The Flatley Foundation

The Ford Foundation  
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 Gap Foundation  
 Bill & Melinda Gates Foundation  
 General Mills Foundation  
 Global Environment Technology Foundation  
 Global Impact  
 Goldman Sachs  
 Google, Inc. Charitable Giving Fund  
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 The William and Flora Hewlett Foundation  
 Conrad N. Hilton Foundation  
 Justin S. and Hilarie V. Huscher  
 Glenn H. and Deborah Dow Hutchins  
 J.P. Morgan Chase Foundation  
 Jahn's Private Charitable Foundation  
 Johnson & Johnson  
 Sheila C. Johnson and the  
 Sheila C. Johnson Foundation  
 The Jordan Family  
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 The John D. and Catherine T. MacArthur Foundation  
 John and Michelle Martello  
 The MathWorks, Inc.  
 The Andrew W. Mellon Foundation  
 Merck  
 Microsoft Corporation  
 Microsoft Giving Campaign  
 Millennium Water Alliance  
 Gordon & Betty Moore Foundation  
 Charles Stewart Mott Foundation  
 Estate of Mary E. Murdock  
 Network for Good  
 Nike Foundation  
 Oak Foundation  
 Open Society Institute  
 Oracle Corporation

The Osprey Foundation  
 The David and Lucile Packard Foundation  
 The Panaphil Foundation  
 The Peierls Foundation  
 Jim Pentecost  
 The Pew Charitable Trusts  
 Pfizer, Inc.  
 Procter & Gamble Company  
 ROTA Qatar Foundation  
 Scott A. Randell  
 The Rockefeller Foundation  
 Adelia Russell Charitable Foundation  
 Ben and Luanne Russell  
 John and Virginia Sall  
 Sall Family Foundation  
 Saperlipopette  
 Estate of Kendrick Schlatter  
 Estate of Ronald and Elizabeth Schodt  
 Schultz Family Foundation  
 The Charles Schwab Corp. Foundation  
 Silicon Valley Community Foundation  
 Harold Simmons Foundation  
 Theodore R. and Vada S. Stanley  
 Starbucks Coffee Company  
 The Sunbridge Foundation  
 TOSA Foundation  
 Estate of Samuel H. Talley  
 Daniel M. and Patricia Tellep\*  
 The David Tepper Charitable Foundation, Inc.  
 The Tides Foundation  
 Trehan Foundation  
 The UPS Foundation  
 William D. Unger  
 The Vanguard Charitable Endowment Program  
 Visa, Inc.  
 Deidra J. Wager  
 The Walmart Foundation  
 Weyerhaeuser Company Foundation  
 Michael E. and Geraldine Wiles  
 A. Morris Williams, Jr., and Ruth W. Williams  
 Thomas L. Williams Trust  
 Wisconsin Evangelical Lutheran Synod  
 The Robert W. Woodruff Foundation



# JORDAN

*Shadi Nedal Alkhader, 12, and his family fled their native Syria several years ago — and the bombs that forced them out. They live today in Zarqa, Jordan, still very uncertain as to what their future holds.*



*Ajaba, 27, stands with her son in a camp for Internally Displaced People in Garowe, the capital of Puntland in northeastern Somalia. CARE has worked in the camp to improve health and hygiene and to support women survivors of sexual and gender-based violence.*

# SOMALIA

## Annual Giving

### Global Leadership Society

\$1,000,000+

Cargill, Inc.  
 The Margaret A. Cargill Foundation  
 Education Above All Foundation  
 Fidelity Charitable Gift Fund  
 GE Foundation  
 Bill & Melinda Gates Foundation  
 The Jordan Family  
 The Kendeda Fund  
 Pfizer, Inc.  
 ROTA Qatar Foundation  
 Sall Family Foundation  
 Thomas L. Williams Trust

### Founder's Council Violeta Chunchu Society

\$500,000-\$999,999

Anonymous (2)  
 The Church of Jesus Christ of Latter-day Saints  
 Charities  
 Estate of Harry Dillon  
 Gap Foundation  
 General Mills Foundation  
 The Greater Cincinnati Foundation  
 Johnson & Johnson  
 Estate of Doris Little  
 Microsoft Corporation  
 Estate of John L. Murray  
 Oak Foundation  
 The Peierls Foundation  
 Procter & Gamble Company  
 John and Virginia Sall  
 Silicon Valley Community Foundation  
 Estate of Samuel H. Talley

### Founder's Council Lydia Marshall Society

\$250,000-\$499,999

Anonymous  
 Amway  
 The David R. & Patricia D. Atkinson Foundation  
 Estate of Susanna W. Berger  
 Estate of William E. Boeing, III  
 Community Foundation of Greater Memphis  
 Estate of Jean T. Cragen  
 Estate of Arthur Calvin Dausman  
 Michael and Susan Dell Foundation

The Ford Foundation  
 Estate of Murray J. Fynaardt  
 Global Impact  
 Conrad N. Hilton Foundation  
 Justin S. and Hilarie V. Huscher  
 Mars, Incorporated  
 The MathWorks, Inc.  
 Millennium Water Alliance  
 The David and Lucile Packard Foundation  
 Jim Pentecost  
 Scott A. Randell  
 Estate of Kendrick Schlatter  
 Schwab Charitable Fund  
 The Sunbridge Foundation  
 TOSA Foundation  
 A. Morris Williams, Jr., and Ruth W. Williams

### Founder's Council Murray Lincoln Society

\$100,000-\$249,999

Anonymous (8)  
 Abbott  
 James and Marietta Bala  
 Benevity  
 Estate of Lena S. Bertolami  
 The Arthur M. Blank Family Foundation  
 Estate of Beatrice Buck  
 Eduardo Castro-Wright and Fabiola De Castro  
 Estate of Bianca Chang  
 Estate of Marion Colbo  
 Cornell University Foundation  
 Estate of Moira C. Creaser  
 Susan M. Crown  
 Rosalie A. Danbury  
 Estate of Elaine Dooman  
 Estate of Patricia Dwyer  
 Joseph H. and Barbara I. Ellis  
 The Flatley Foundation  
 Estate of Carlyn Goettsch  
 The Hain Celestial Group, Inc.  
 Estate of Carlyn Halde  
 Eliyahou and Britt Harari  
 Wayne R. and Camellia A. Helsel  
 Jahn's Private Charitable Foundation  
 Kimberly-Clark Corporation  
 Estate of Richard G. Knapp  
 Estate of Anna Lesser  
 Levi Strauss Foundation  
 Douglas B. Marshall, Jr., Family Foundation  
 William S. and Jane R. Mosakowski

National Philanthropic Trust  
 NetHope  
 Nike Foundation  
 The Osprey Foundation  
 P M I Educational Foundation  
 Randall E. and Cynthia Pond  
 Estate of Shirley C. Shanahan  
 Starbucks Coffee Company  
 Trehan Foundation  
 The UPS Foundation  
 The Vanguard Charitable Endowment Program  
 Visa, Inc.  
 Deidra J. Wager  
 The Walmart Foundation  
 Estate of Evelyn Williams

### Founder's Council Lincoln Clark Society

\$25,000-\$99,999

Anonymous (11)  
 AARP Foundation  
 David T. and Jean Akers  
 Miles J. and Elaine B. Alexander  
 All for One Foundation  
 Edith Allen  
 Estate of Ricardo D. Anderson  
 Estate of Lorenzo E. Arancon  
 Evelyn Ashman Trust  
 The Asia Group Foundation  
 Avana Inc.  
 Estate of Clifford C. Baker  
 Margaret D. and Matthew T. Balitsaris  
 Dennis M. Barry  
 The Barstow Foundation  
 Hedda Bolgar Bekker Trust  
 Daniel Berger  
 Beyond the 11th  
 Ken P. Birman and Anne Neiryck  
 Edmund H. Blakeman Trust  
 Albert and Elaine Borchard Foundation, Inc.  
 Neal C. Bradsher  
 The Branson Family Foundation  
 Finn Brooks Family Foundation, Inc.  
 Martha and Toby Brooks, Jr.  
 Judith M. and Rev. C. Frederick Buechner  
 Mary Catherine Bunting  
 Nancy Calcagnini

continued

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**Founder's Council Lincoln Clark Society**

*\$25,000-\$99,999*

CARE Chicago Women's Initiative  
CARE Women's Network-Atlanta  
Estate of Irving L. Chortek  
Cisco Systems, Inc.  
Citibank  
The Coca-Cola Company  
Community Foundation for Monterey County  
Glen A. and Lynne Cunningham  
Currey & Company, Inc.  
Gerald R. and Jeanne Curtis  
Estate of Louis B. Dassa  
The Davee Foundation  
Barbara A. Dawkins  
Delta Air Lines  
Shirley A. and Terry Dobson  
John Dreisbach  
Dun & Bradstreet  
Estate of Noel Dunderdale  
Estate of Roger A. Dunning  
Elemental Technologies, Inc.  
The Ellis Foundation, Inc.  
Estate of Stephen J. Elsaesser  
Emory University  
The Charles Engelhard Foundation  
Estate of Robert J. Engelhorn  
Herbert and Shirley Feitler  
Fiserv  
Bert E. and Candace M. Forbes  
Sibyl Frankenburg and Steven Kessel  
Lloyd A. Fry Foundation  
Estate of Dorothy M. Garten  
Helene Gayle  
Adam P. and Carol Geballe  
Jill R. Gordon  
Greater Houston Community Foundation  
Alva Greenberg Fund of The Community  
Foundation of Eastern Connecticut  
Guilford Fund  
Mark and Linda Hauser  
John T. and Felicia K. Hendrix  
Estate of Robert W. Hewitt  
Estate of Mary Baush Hill  
Robert Horowitz  
Julia Huiskamp  
Alan and Glen G. Husak  
JLRJ, Inc.  
J.P. Morgan Chase Foundation

Alan K. and Cledith M. Jennings Foundation  
B. & R. Johnson Trust  
Gregory D. and Anne C. Jordan  
Eric Jorgensen Just Give  
Estate of Donald Kauffold  
Dean C. and Elizabeth H. Kehler  
Michael L. Keiser  
Estate of Barbara H. Kemp  
The Alicia Keys Family Foundation  
Estate of Michael P. Kieiltyka  
Julie Konigsberg  
Estate of Karl & Diana Kramer  
Cynthia Kriebel  
Charles Lamar Family Foundation  
The Family of George M. and Mary Jane Leader  
Pauline P. Lee  
Eli Lilly and Company Foundation  
Hogan Lovells  
M. C. T. F Z E  
Estate of Adela Mangual  
Frank and Susan Mars  
Estate of Graham E. Mason  
John W. and Annie Mason  
Harold C. Meissner  
H. Conrad III and Sarah S. Meyer  
Estate of Patricia Miles  
Joseph H. and Cynthia G. Mitchell  
Multiple District 19 Lions  
P. Pandurang and Mala S. Nayak  
Network for Good  
New Prospect Foundation  
New Venture Fund  
The New York Community Trust  
New York Women's Initiative  
Edward John Noble Foundation  
The Colleen & Sam Nunn Family Foundation  
Susan O'Connor  
Gilman Ordway  
Jane Dale Owen Memorial Charitable Fund  
Estate of Gilbert Samuel Owens  
Mary Peterson  
The Ping Y. Tai Foundation, Inc.  
Estate of Ethel Posner  
Arvind Rajan and Kelle Young  
Estate of Herbert Reach  
Estate of Jane Reis  
Grace D. Riggs  
The Rockefeller Foundation  
Estate of Helen F. Roeske  
Robert and Brenda Rosebrough

Estate of Mary Ellen S. Ross  
Paul and Joan Rubschlager Foundation  
S.G. Revocable Trust  
The Saint Paul Foundation  
The San Francisco Foundation  
Gregg S. and Kim J. Sciabica  
David A. Smith and Nancy H. Smith  
Estate of George V. and Jean A. Smith  
Elizabeth Steele  
The T. Rowe Price Program for Charitable Giving  
Estate of Grace E. Taper  
The David P. Tenberg Charitable Foundation, Inc.  
The David Tepper Charitable Foundation, Inc.  
Ronald L. Thatcher  
William and Joyce Thibodeaux  
The Tides Foundation  
The Treeline Foundation  
Estate of Lavern Turner  
William D. Unger  
United Nations Foundation  
United Way Of San Luis Obispo County, Inc.  
Estate of Thomas F. Wade  
Wells Fargo Bank  
The Willow Springs Foundation  
Witzak Family Trust  
Dume Wolverine Foundation  
World Bank Community Connections Fund  
World Wings International, Inc.  
Werner Wortsman Trust  
Caleb and Johanna Wright  
Syed Zaman and Rehana Begum

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**Founder's Council Arthur Ringland Society**

*\$10,000-\$24,999*

Anonymous (17)  
Joseph and Sophia Abeles Foundation, Inc.  
Adobe  
Adventure Travel and Adtrav  
Salah Ahmed  
Salama Alabbar  
Harry and Jane Alburger Trust  
Almeida Family Foundation  
George M. and Herawati M. Alvarez-Correa  
American Endowment Foundation  
Bonita S. Anderson  
Rosalind M. Anderson Trust  
Salman Ashfaq  
Ruth S. Askins



**CAMBODIA**

*Noung Rem, 60, repairs fishing nets she bought with savings from her involvement in a CARE Village Savings and Loan Association.*

*continued*

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**Founder's Council Arthur Ringland Society**

*\$10,000-\$24,999*

Austin Community Foundation  
Farideh Azadi  
Estate of Leo Baer  
Edwin T. and Patricia M. Baldrige  
Donald M. and Elizabeth S. Ballard  
Paul and Mary Jan Bancroft  
Steve and Beth Bangert  
Cori Bargmann  
The Sandra Atlas Bass and Edythe  
& Sol G. Atlas Fund, Inc.  
Julia H. and Michael A. Becke  
Jean Jacques Bely  
Peter L. and Bernice K. Bender  
Lyle G. and Susan A. Best  
Oliver and Jenny Blackman  
Lawrence Blaskopf  
Marcia W. Blenko and Don B. Blenko, Jr.  
John W. Bloom  
Vidya S. and Sally Bobba  
Joseph and Marguerite Boggan  
The Boston Foundation  
The Boston Note Company  
Joanne K. Bradford  
Estate of Paul Michael Brennan  
James and Adean Bridges  
Bright Funds Foundation  
Phil L. and Valerie C. Brown  
Estate of Curtis and Louise Burkland  
Frank V. Burns  
Susan Oakie Bush  
CBS Corporation  
C. E. & S. Foundation, Inc.  
The Cable Company  
John Steven Caflisch and Elizabeth Caflisch  
Charles C. Cahn, Jr.  
Estate of James M. Cantrell, Jr.  
Thalia and Michael C. Carlos Foundation  
Paul & Pearl Caslow Foundation  
Gerhard and Regina Casper  
Zoe A. Cassotis  
Dawn Chamberlain  
Chase Family Foundation, Inc.  
Geoffrey C. Chorbajian and Shaily Rahman  
The Cleveland Family Foundation  
John R. Cleveland  
Coastal Community Foundation of South Carolina  
Frank P. Cofone

Patrick Cogny  
Peggy J. Cole  
Virginia F. Coleman  
Combined Jewish Philanthropies  
The Community Foundation for Greater Atlanta  
Community Foundation of Greater Chattanooga, Inc.  
The Community Foundation for  
The National Capital Region  
Community Foundation for Southeastern Michigan  
Estate of Lois Comstock  
Creative Artists Agency  
Credit Suisse  
Eleanor Crook Foundation  
Norma Crouch  
Edwin W. and Catherine M. Davis Foundation  
Dick's Drive-Ins LTD LP  
Myron Diftler  
Kenneth Douglass Foundation  
Ann P. Dursch  
The Walter and Ursula Eberspacher Foundation  
Robert J. and Kimberly W. Eck  
Bart D. Ehrman  
Eichleay Foundation  
Stephen Esser and Dana Dortone  
Scott C. and Elizabeth P. Evans  
Todd and Dorothy Evans  
Herbert P. and Jeanette Evert  
Martin and Cecile Falk Balsler  
James W. and Tammy G. Felt  
Fire Eye, Inc.  
Paul Fischer  
Estate of H. Karl Frensdorff  
The Angelica Fuentes Foundation  
Deirdre M. Giblin and David B. DuBard  
Annie Bennett Glenn Fund  
Global Giving  
Goldman Sachs Gives  
Goldman, Sachs & Co. Matching Gifts Program  
Geoffrey A. Goodman  
The Donald G. Goodwin Family Foundation, Inc.  
Estate of Jean L. Goulet  
Robert D. and Linda Graham  
The Gray Jacklin Charitable Trust  
Robert J. Green  
Robert I. and Susan S. Guenther  
Uday and Surabhi Gupta  
Charles B. Hall, Jr.  
Hamilton Associates, Inc.  
Douglas W. and Tsognie Hamilton  
Barbara S. Haroldson

Estate of H. Burch Harrington  
James H. and Sarah Harrington  
Harvard University  
Mary M. Hasten and Brien O'Brien  
Mark Heising and Elizabeth Simons  
Nicholas S. and Susan D. Hellmann  
Wes Heppler  
Willis and Cindy Hesselroth  
Paul A. Higgins  
Hoag Family Charitable Foundation  
Estate of Winnifred Howard  
Estate of Donald Howie  
Carl C. and Marilyn Hug  
Anne Humes  
David L. and Sara E. Hunt  
The Hyde Foundation  
IBM Employee Services Center  
The InMaat Foundation  
The Irving Foundation, Inc.  
Estate of Charles T. Izmirian  
Eugene P. Jacoby  
Raymond James Charitable Endowment Fund  
Paul J. and Deborah K. Jansen  
Estate of Henry J. Javor  
Richard J. and Involut V. Jessup  
Jewish Community Endowment Fund  
Scott Jones  
Journey Charitable Foundation  
Michael and Nancy O. Kaehr  
Peter H. and Joan M. Kaskell  
Sheridan and Jerome Kassirer  
Paul B. and Jasveer Kavanagh  
Estate of Betty Jo Kelly  
Kevin J. and Pamela M. Kelly  
Richard C. and Gloria K. Kerns  
Arthur Kieffer  
Joshua Klayman  
Emery N. and Karen Koenig  
Robert S. and Nancy J. Korbar-Joslin  
Ronni S. Lacroute  
Robert and Patricia Lane  
Nancy K. Langford  
Steven and Chani Laufer  
Dennis H. Leibowitz  
The Lichtenberger Foundation  
The Litterman Family Foundation  
Estate of Elaine Liuzzi  
Edward and Claire London  
The Lubert Family Foundation  
Stephen J. Lynton

Thomas E. and Gael G. Mallouk  
Joseph and Laurel A. Mancino  
Estate of Allan Mandelstamm  
Joseph R. and Linda K. Manthey  
Maurice Marciano Family Foundation  
Julianna Margulies  
Richard A. and Kim Marin  
Estate of Susan Marie Marley  
Paul J. Marvin  
Louis S. Mastriani  
Nancy L. Mauro  
Estate of Reid Mayback  
Brian K. and Anne S. Mazar  
Elizabeth J. McArthur  
Howard L. McKee  
M. Craig McKibben and Sarah E. Merner  
McMaster-Carr Supply Co.  
The Kathryn B. McQuade Foundation  
The Meredith Corporation Foundation  
Estate of Alburn S. Metz  
Estate of Margery Meyer  
Microsoft Giving Campaign  
Estate of Mary Mikkelson  
Estate of Ethel M. Miller  
Karl D. and Lynnette A. Miller  
Raymond N. and Kathryn M. Miller  
The Minneapolis Foundation  
Carolyn Moon  
Gordon E. and Betty I. Moore  
Morgan Stanley Global Impact Funding Trust, Inc.  
The Elizabeth Morse Charitable Trust  
Estate of Marvinna M. Munch  
Estate of Julian Musafia  
Lilly E. Nelson Trust  
The William and May D. Norris Foundation  
Notre Dame Community Third World Relief Fund  
Paul and Barbara Nowak  
Obediah Fund of the Coastal Community  
Foundation of SC  
Clare O'Brien and Charles Doane  
William Okerlund  
Mary S. Olmsted  
Matthew P. and Ellen O'Loughlin  
Estate of Edward Omasta  
Mark F. and Robin D. Opel  
Steven R. and Sandy S. Ormiston  
The Orr-Pitts Family Charitable  
Young S. Pak  
Chang K. Park  
Paypal Charitable Giving Fund

Thomas G. and Pamela Petrosino  
Phoenix Down Corporation  
Estate of Donald Pickering  
Dana I. Pigott  
Judy Pigott  
Pivotal Ventures  
James G. Plackis  
Estate of Ingeborg T. Price  
Joseph Prince Ministry  
John P. and Connie M. Rakoske  
Dinkar Rao  
Barbara and Jack Reis  
Renaissance Charitable Foundation, Inc.  
Theodora Retsina  
Estate of Doris Riehm  
Gordon and Jean Riel  
Frank and Joan Ritchey  
Marc B. Robertshaw  
Jean R. Robinson  
The Rockdale Foundation  
Douglas L. Rogers  
Carl A. and Judith O. Royal  
Martha Rugg  
John W. Ryan and Jenny P. Scheu  
Michael Sachse and Erin Segal  
Robert L. Sammler and Carol E. Mohler  
Carrie P. Sample  
The Helen Schlaffer Foundation Trust  
Estate of Frank X. Schnabl  
Estate of Michelle Scholz  
The Charles Schwab Corp. Foundation  
The Seattle Foundation  
Semnani Family Foundation  
Benjamin T. Shaw  
Robert and Judith Shehan  
Lou Sherfese, IV  
Lindsey Shoda  
Side By Side Foundation Custody  
Patricia J. S. Simpson  
Don S. and Jane B. Slack  
Diana L. Strassmann and Jeffrey Smisek  
The Society for the Promotion of Japanese Animation  
Jonathan Solovy and Stacey Fisher  
Jerrold G. Spady  
Martin J. Spalding  
Malcolm K. and Penelope J. Sparrow  
Robert B. Spencer  
The Spurlino Foundation  
Mary Ellen Stachnik  
Alexander R. and Jane Stevens

Estate of Treva Sudhalter  
Estate of Elaine L. Sullum  
Dorothy J. Swanson Trust  
Target Marketeam, Inc.  
Estate of Margaret M. Taylor  
Ned A. Tisserat and Jan E. Leach  
Spyridon Triantafyllis  
The Trio Foundation of St. Louis  
Troutman Sanders  
Estate of John J. Turner  
Two Sigma Investments  
Estate of Thelma J. Ullrich  
Lee and Kathleen Van Boven  
Alan and Chris Vickery  
Douglas C. and Tara T. Weckstein  
Peter M. and Amy Weiler  
Estate of Louise Weisser  
The Welsh Family Foundation, Inc.  
West Foundation, Inc.  
Henry E. Wieman  
Michael E. and Geraldine Wiles  
Mercedes M. Williams  
Edward and Barbara Wilson  
The Winston-Salem Foundation  
Allen and Ingrid Wisniewski  
Lowell L. Wood  
Brenda and Wade Woodson  
Susan Yarian  
Estate of June E. Yentes  
Yourcause, LLC  
Julie Zelenski

\*Deceased



## CARE Leadership

### Executive Management Team

**Peter Buijs**  
Chief Financial Officer and  
Vice President, Finance and IT

**Vikram Capoor**  
Chief Strategy Officer

**Mare Fort**  
CARE International Strategic Liaison

**Carol Hudson**  
Chief of Staff

**Eric D. Johnson**  
General Counsel

**Lee Taliaferro (Tolli) Love**  
Vice President, Fundraising and Marketing

**Paige Moody**  
Senior Advisor to the CEO

**Michelle Nunn**  
President and CEO

**Nick Osborne**  
Vice President, International  
Programs and Operations

**David Ray**  
Vice President, Advocacy for CARE USA and  
Managing Director of CARE Action Network

**Thomas Reynolds**  
Vice President, Program,  
Partnerships and Learning

**Patrick Solomon**  
Vice President, Human Resources  
and Administrative Services

**Dar Vanderbeck**  
Chief Innovation Officer

### Board of Directors

#### Officers

**Paul J. Jansen**  
Chair

**Michelle Nunn**  
President and CEO

**Martha Brooks and  
Eduardo Castro-Wright**  
Vice Chairs

**H. Conrad Meyer, III**  
Treasurer

**Eric Johnson**  
Secretary

#### President Emeriti

**Helene D. Gayle  
Philip Johnston**

#### Members

**Martha Brooks**  
Corporate Director  
Bombardier, Jabil and Constellium

**Eduardo Castro-Wright**  
Private Investor

**Susan Crown**  
Founder and Chairman  
SCE

**Alexander B. Cummings** (leave of absence)  
Retired Executive Vice President  
and Chief Administrative Officer  
The Coca-Cola Company

**Michèle Flournoy**  
CEO  
Center for a New American Security

**Kathy L. Fortmann**  
President  
Cargill Business Services

**Susan S. Hassan**  
Partner  
Valor Equity Partners

**Paul J. Jansen**  
Director Emeritus  
McKinsey & Company

**Musimbi Kanyoro**  
President and Chief Executive Officer  
Global Fund for Women

**Emery Koenig**  
Retired Vice Chairman and Chief Risk Officer  
Cargill, Inc.

**Richard A. Marin**  
President and Chief Executive Officer  
New York Wheel, LLC

**H. Conrad Meyer, III**  
Private Investor

**Michelle Nunn**  
President and CEO  
CARE USA

**Chris O'Leary**  
Executive Vice President and Chief  
Operating Officer, International  
General Mills, Inc.

**Randall E. Pond**  
Retired Executive Vice President  
Cisco Systems

**Virginia Sall**  
Cofounder  
Sall Family Foundation

**Ranvir Trehan**  
Chairman  
Trehan Foundation

**Deidra Wager**  
Owner  
DJW Technologies, LLC

**George A. Willis**  
West Region President  
UPS



*Makasseb Salem Sayed, 31, stands in the window of her grocery business, which was made possible through support from her village savings group.*

**CARE USA Consolidated Balance Sheets**

for the years ended June 30, 2016 and 2015, in thousands

	2016	2015
<b>Assets</b>		
Cash and cash equivalents	\$ 74,445	\$ 71,764
Restricted cash	576	196
Investments, at fair value	152,583	164,840
Receivables, net	69,775	81,271
Inventory	1,691	1,454
Deposits and other assets	38,956	43,761
Property and equipment, net	17,357	19,707
Trusts held by third parties	115,206	124,474
<b>TOTAL ASSETS</b>	<b>\$ 470,589</b>	<b>\$ 507,467</b>
<b>Liabilities and net assets</b>		
<b>Liabilities</b>		
Accounts payable and accrued expenses	44,802	49,379
Program advances	67,775	77,777
Liability for split interest agreements	14,111	14,751
Accrued salaries and benefits	23,925	23,112
Subsidiary loans payable	18,051	18,900
Minority interest in subsidiary	442	516
<b>Total liabilities</b>	<b>169,106</b>	<b>184,435</b>
<b>Net assets</b>		
Unrestricted	69,507	77,908
Temporarily restricted	99,685	104,315
Permanently restricted	132,291	140,809
<b>Total net assets</b>	<b>301,483</b>	<b>323,032</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$ 470,589</b>	<b>\$ 507,467</b>

Our auditors have expressed an unqualified opinion on our June 30, 2016 and 2015 financial statements. These financial statements include associated notes that are essential to understanding the information presented herein. The full set of statements and notes is available at CARE USA's website, www.care.org, and a printed copy may be obtained from CARE USA.

**CARE USA Consolidated Statement of Activities**

for the years ended June 30, 2016 and 2015, in thousands

	Unrestricted	Temporarily Restricted	Permanently Restricted	Total 2016	Total 2015
<b>Support</b>					
Private support					
Contributions	\$ 58,006	\$ 83,078	\$ 1,225	\$ 142,309	\$ 141,892
CARE International	154,419	-	-	154,419	167,600
<b>TOTAL PRIVATE SUPPORT</b>	<b>212,425</b>	<b>83,078</b>	<b>1,225</b>	<b>296,728</b>	<b>309,492</b>
Government and other support					
United States government	144,738	-	-	144,738	126,460
Others	77,524	-	-	77,524	79,025
<b>TOTAL GOVERNMENT AND OTHER SUPPORT</b>	<b>222,262</b>	<b>-</b>	<b>-</b>	<b>222,262</b>	<b>205,485</b>
Other revenue					
Interest and dividends, net	2,788	3,034	-	5,822	6,906
Rent and miscellaneous	5,615	78	-	5,693	8,714
<b>TOTAL OTHER REVENUE</b>	<b>8,403</b>	<b>3,112</b>	<b>-</b>	<b>11,515</b>	<b>15,620</b>
Net assets released from restrictions					
Satisfaction of program restrictions	89,701	(89,701)	-	-	-
<b>TOTAL NET ASSETS RELEASED FROM RESTRICTIONS</b>	<b>89,701</b>	<b>(89,701)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL OPERATING SUPPORT AND REVENUE</b>	<b>532,791</b>	<b>(3,511)</b>	<b>1,225</b>	<b>530,505</b>	<b>530,597</b>
<b>Expenses</b>					
Program					
Emergency	126,064	-	-	126,064	93,320
Development	355,406	-	-	355,406	373,902
Public information	6,000	-	-	6,000	6,791
Supporting activities					
Fund raising	24,820	-	-	24,820	25,788
Management and general	26,591	-	-	26,591	24,785
<b>TOTAL OPERATING EXPENSES</b>	<b>538,881</b>	<b>-</b>	<b>-</b>	<b>538,881</b>	<b>524,586</b>
<b>Operating support and revenue over (under) expenses</b>	<b>(6,090)</b>	<b>(3,511)</b>	<b>1,225</b>	<b>(8,376)</b>	<b>6,011</b>
<b>Other nonoperating changes in net assets</b>					
Minority interest in subsidiary income	72	-	-	72	124
Foreign exchange loss	(2,298)	-	-	(2,298)	(7,818)
Actuarial gain (loss) on annuity obligations	(493)	-	-	(493)	398
Actuarial gain (loss) on split interest agreements	(91)	68	-	(23)	31
Net realized and unrealized loss on investments	499	(1,187)	-	(688)	(1,701)
Decrease in value of trusts held by third parties	-	-	(9,743)	(9,743)	(4,725)
<b>TOTAL OTHER NONOPERATING CHANGES IN NET ASSETS</b>	<b>(2,311)</b>	<b>(1,119)</b>	<b>(9,743)</b>	<b>(13,173)</b>	<b>(13,691)</b>
Total changes in net assets	(8,401)	(4,630)	(8,518)	(21,549)	(7,680)
Net assets, beginning of year	77,908	104,315	140,809	323,032	330,712
<b>NET ASSETS, END OF YEAR</b>	<b>\$ 69,507</b>	<b>\$ 99,685</b>	<b>\$ 132,291</b>	<b>\$ 301,483</b>	<b>\$ 323,032</b>

Our auditors have expressed an unqualified opinion on our June 30, 2016 and 2015 financial statements. These financial statements include associated notes that are essential to understanding the information presented herein. The full set of statements and notes is available at CARE USA's website, www.care.org, and a printed copy may be obtained from CARE USA.

## CARE USA Consolidated Statement of Functional Expenses

for the years ended June 30, 2016 and 2015, in thousands

	PROGRAM ACTIVITIES				SUPPORTING ACTIVITIES			2016 Total	2015 Total
	Emergency	Development	Public Information	Total	Fund Raising	Management & General	Total		
Personnel costs	\$ 24,797	\$ 98,382	\$ 3,094	\$ 126,273	\$ 5,964	\$ 14,323	\$ 20,287	\$ 146,560	\$ 151,854
Grants/subgrants	24,114	120,430	160	144,704	–	89	89	144,793	139,951
Materials and services	31,932	51,205	705	83,842	13,936	2,173	16,109	99,951	101,696
Travel and transportation	6,577	27,863	259	34,699	645	1,863	2,508	37,207	37,795
Professional services	4,447	20,414	1,257	26,118	2,686	4,837	7,523	33,641	30,836
Occupancy	2,695	10,333	309	13,337	629	1,170	1,799	15,136	16,035
Financing/depreciation/ miscellaneous	1,056	8,650	59	9,765	321	1,463	1,784	11,549	18,662
Equipment	1,253	5,052	157	6,462	243	569	812	7,274	7,970
Agricultural commodities/ contributions in-kind	29,193	13,077	–	42,270	396	104	500	42,770	19,787
<b>Total operating expenses</b>	<b>\$ 126,064</b>	<b>\$ 355,406</b>	<b>\$ 6,000</b>	<b>\$ 487,470</b>	<b>\$ 24,820</b>	<b>\$ 26,591</b>	<b>\$ 51,411</b>	<b>\$ 538,881</b>	<b>\$ 524,586</b>

Our auditors have expressed an unqualified opinion on our June 30, 2016 and 2015 financial statements. These financial statements include associated notes that are essential to understanding the information presented herein. The full set of statements and notes is available at CARE USA's website, www.care.org, and a printed copy may be obtained from CARE USA.

## CARE USA Consolidated Statement of Cash Flows

for the years ended June 30, 2016 and 2015, in thousands

	2016	2015
<b>OPERATING ACTIVITIES</b>		
Changes in net assets	\$ (21,549)	\$ (7,680)
<b>Adjustments to reconcile change in net assets to net cash used in operating activities</b>		
Depreciation and amortization	5,548	5,428
Provision for subsidiary microfinance loan losses	313	2,501
Net realized and unrealized loss on investments	1,685	1,701
Actuarial loss (gain) on annuity obligations	493	(398)
Actuarial loss (gain) on split interest agreements	23	(31)
Decrease in value of trusts held by third parties	9,743	4,725
Changes in assets and liabilities		
Decrease in receivables	11,496	32,608
(Increase) decrease in inventory	(237)	4,889
Decrease in deposits and other assets	4,492	23,363
(Increase) decrease in other trusts held by third parties	(475)	312
Decrease in accounts payable and accrued expenses	(4,577)	(5,425)
Decrease in program advances	(10,002)	(31,295)
Increase (decrease) in benefits accrued for employees	813	(2,677)
Net cash (used for) provided by operating activities	<u>(2,234)</u>	<u>28,021</u>
<b>Investing activities</b>		
Purchases of investments	(85,627)	(151,745)
Proceeds from sales of investments	96,199	141,990
(Increase) decrease in restricted cash	(380)	1,995
Purchases of property and equipment	(3,225)	(5,199)
Proceeds from sales of property and equipment	27	1,673
Net cash (used for) provided by investing activities	<u>6,994</u>	<u>(11,286)</u>
<b>Financing activities</b>		
Decrease in subsidiary loans payable	(849)	(2,239)
Decrease in minority interest in subsidiary	(74)	(21)
Payments to gift annuitants	(1,672)	(1,842)
Increase in liability for split interest agreements	516	519
Net cash used for financing activities	<u>(2,079)</u>	<u>(3,583)</u>
<b>Net change in cash and cash equivalents</b>	<b>2,681</b>	<b>13,152</b>
Cash and cash equivalents, beginning of year	71,764	58,612
Cash and cash equivalents, end of year	<u>\$ 74,445</u>	<u>\$ 71,764</u>
<b>Supplemental cash flow information</b>		
Noncash contributions	\$ 11,469	\$ 10,083
Cash paid for interest	\$ 557	\$ 612

Our auditors have expressed an unqualified opinion on our June 30, 2016 and 2015 financial statements. These financial statements include associated notes that are essential to understanding the information presented herein. The full set of statements and notes is available at CARE USA's website, www.care.org, and a printed copy may be obtained from CARE USA.

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*Jenny Ome and her son tend to the quick-growing corn and cabbage in their garden.*



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